

600-29

S/S 24 Aug 73

ARMY REGULATIONS

AR 600-21
1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
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PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY



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HEADQUARTERS, DEPARTMENT OF THE ARMY

AUGUST 1966

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AR 600-29
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SUBJECT: INTERIM CHANGE TO AR 600-29 {CHANGE 14}

1. THIS INTERIM CHANGE IS BEING DISTRIBUTED THROUGH PUBLICATIONS PINPOINT DISTRIBUTION SYSTEM TO ALL HOLDERS OF AR 600-29.
2. EFFECTIVE UPON RECEIPT, THE FOLLOWING SENTENCE IS ADDED TO THE END OF PARAGRAPH 7, AR 600-29:

IN ADDITION, THE NUMBER OF SEPARATE SOLICITATIONS FOR FUNDS ON ANY INSTALLATION WILL BE LIMITED TO AN ABSOLUTE MINIMUM.

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C 72

CHANGE }
No. 14 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 2 June 1972

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

This change directs that the number of separate solicitations for funds be held to a minimum and updates appendix B by eliminating the requirement that a 2-cent fee be charged by the Government for each payroll allotment deduction for contributions to the DOD Overseas Combined Federal Campaign.

AR 600-29, 17 August 1966, is changed as follows:

1. New material is indicated by a star.
2. Remove old pages and insert new pages as indicated below.

<i>Remove pages</i>	<i>Insert pages</i>
3 and 4.....	3 and 4
Pages 3 through 6 furnished with Change 13.	
These pages were incorrectly numbered;	
they should have been designated pages 10	
through 13, app B.....	10 through 13, Appendix B

3. File this change sheet in front of publication for reference purposes.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) direct to HQDA (DAAG-ASO-R), TAGO BLDG, Falls Church, VA 22041.

By Order of the Secretary of the Army:

W. C. WESTMORELAND,
General, United States Army,
Chief of Staff.

Official:
VERNE L. BOWERS,
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*This change supersedes Change 13, AR 600-29, 14 April 1972, and DA message DAAG-ASO-R, 141030Z April 72 (U), subject: Interim Change to AR 600-29 (Change 14).

C72

AR 600-29
C 13

CHANGE }
No. 13 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 14 April 1972

PERSONNEL—GENERAL

**FUND-RAISING WITHIN THE DEPARTMENT
OF THE ARMY**

This change updates Appendix B by eliminating the requirement at a 2 cent fee will be charged by the Government for each payroll allotment deduction for contributions to the DOD Overseas Combined Federal Campaign.

AR 600-29, 17 August 1966, is changed as follows:

1. Changed material is indicated by an asterisk.
2. From appendix B, Plan for DOD Overseas Combined Federal Campaign, remove pages 10, 11, 12, and 13 and insert revised pages 10, 11, 12, and 13.
3. File this change sheet in the front of the publication for reference purposes.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) direct to HQDA (DAAG-ASO-R) TAGO BLDG, FALLS CHURCH, VA 22041.

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Chief of Staff.*

Official:
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Attachments

	<u>Attachment</u>
Organization Chart - Overseas Combined Federal Campaign Organization	1
Payroll Withholding Form	2
Revision of Civil Service Regulations	3

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 8 July 1971

42
CHANGE }

No. 12 }

PERSONNEL—GENERAL
FUND-RAISING WITHIN THE DEPARTMENT
OF THE ARMY

This change contains the current listing of voluntary agencies recognized by the Chairman of the Civil Service Commission for on-the-job solicitation privileges in the Federal service during the Combined Federal Campaign conducted during fiscal year 1972.

AR 600-29, 17 August 1966, is changed as follows:

1. New material is indicated by a star.
2. Remove page 65 from Appendix A, Federal Fund-Raising Manual; insert revised page 65.
3. File this change sheet in the front of the publication for reference purposes.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) direct to The Adjutant General, ATTN: AGAO-R, Department of the Army, Washington, DC 20315.

By Order of the Secretary of the Army:

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Chief of Staff.

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No. 11 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 26 April 1971

PERSONNEL—GENERAL
FUND-RAISING WITHIN THE DEPARTMENT
OF THE ARMY

This change implements major changes in the Combined Federal Campaign (CFC) as recently announced by the Chairman of the Civil Service Commission. These changes require Federal officials to organize a CFC in their local areas beginning with the campaign conducted in FY 1972 (fall 1971); require the local united fund or community chest, National Health Agencies, and International Service Agencies to participate in the CFC or forfeit fund-raising privileges in Federal offices during the fiscal year; add a new provision which authorizes a CFC in areas where there are 200 or less Federal employees within a local campaign area; provide that voluntary groups may appoint observers to represent them when the CFC Committee makes determinations regarding division of campaign receipts among the groups and contain a revised formula for division of campaign receipts.

AR 600-29, 17 August 1966, is changed as follows:

1. New material is indicated by a star.
2. From appendix A, remove the following pages and add revised pages:

<i>Remove pages</i>	<i>Add pages</i>
✓ 5	5
✓ 7 and 8	7, 8, and 8.1
✓ 13 through 18	13 through 18.2
✓ 27 through 29	27 through 29

3. File this change sheet in the front of the publication for reference purposes.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) direct to The Adjutant General, ATTN: AGAO-R, Department of the Army, Washington, DC 20315.

By Order of the Secretary of the Army:

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No. 10 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 26 February 1971

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

This change updates the list of Agency Fund-Raising Program Coordinators, the list of Field Coordinating Groups, and the list of voluntary agencies recognized by the Chairman of the Civil Service Commission, for on-the-job solicitation privileges in the Federal service during fiscal year 1971.

AR 600-29, 17 August 1966, is changed as follows:

1. New or changed material is indicated by a star.
2. From appendix A, remove the following pages and insert revised pages as shown below.

<i>Remove</i>	<i>Insert</i>
✓ 43 and 44	43 and 44
✓ 45 through 59	45 through 60.1
✓ 65	65

3. File this change sheet in the front of the publication for reference purposes.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) to The Adjutant General, ATTN: AGAO-R, Department of the Army, Washington, D.C. 20315.

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No. 9 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 1 July 1970

PERSONNEL—GENERAL
FUND-RAISING WITHIN THE DEPARTMENT
OF THE ARMY

Effective 15 August 1970

This change further modifies the Federal Fund-Raising Manual Campaign Guidelines for Voluntary Giving (app D) by clarifying the procedures to be followed to prevent coercion directed at Department of the Army military and civilian personnel during fund-raising campaigns.

AR 600-29, 17 August 1966, is changed as follows:

1. New material is indicated by a star.
2. Remove pages 1 through 3 and add revised pages 1 through 4.
3. File this change sheet in the front of the publication for reference purposes.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) to The Adjutant General ATTN: AGAO-R, Department of the Army, Washington, DC 20315.

By Order of the Secretary of the Army:

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*General, United States Army,
Chief of Staff.*

Official:

KENNETH G. WICKHAM,
*Major General, United States Army,
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No. 8 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 27 March 1970

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT
OF THE ARMY

Effective 1 May 1970

This change revises the foreword in Appendix A; moves material from appendixes F and G to chapters 7 and 4 respectively; updates lists of Agency Fund-Raising Program Coordinators, Field Coordinating Groups, and agencies recognized for on-the-job fund-raising privileges; amends eligibility requirements for agencies applying for on-the-job fund-raising privileges; and clarifies assigned campaign periods with respect to the CFC.

AR 600-29, 17 August 1966, is changed as follows:

1. New material is indicated by a star.
2. From Appendix A, remove the following pages and add the revised pages:

<i>Remove</i>	<i>Add</i>
✓ iii	iii
✓ vii through ix	vii through x
✓ 1 through 4	1 through 4
✓ 7 and 8	7 and 8
✓ 13 through 50	13 through 65

3. File this change sheet in the front of the publication for reference purposes.

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The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) to The Adjutant General, ATTN: AGAO-R, Department of the Army, Washington, DC 20310.

By Order of the Secretary of the Army:

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*Major General, United States Army,
The Adjutant General.*

W. C. WESTMORELAND,
*General, United States Army,
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C7

AR 600-29
C 7

CHANGE }
No. 7 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 22 September 1969

PERSONNEL—GENERAL
**FUND-RAISING WITHIN THE
DEPARTMENT OF THE ARMY**

Effective 15 October 1969

The change updates the list of recognized campaigns and agencies contained in Appendix E of the "Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies" for the fiscal year 1970.

AR 600-29, 17 August 1966, is changed as follows:

1. New material is indicated by a star.
2. From Appendix A, "Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies," remove pages 33 and 34 and add revised pages 33 and 34.
3. File this change sheet in the front of the publication for reference purposes.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) to The Adjutant General, ATTN: AGSC-R, Department of the Army, Washington, DC 20310.

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The Adjutant General.

W. C. WESTMORELAND,
General, United States Army,
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No. 6 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 9 September 1969

PERSONNEL—GENERAL
FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

Effective 1 October 1969

This change adds the National Kidney Foundation to the National Health Agencies and adds Planned Parenthood-World Population and the International Rescue Committee, Inc., to the International Service Agencies which participate in the DOD Overseas Combined Federal Campaign, and provides a revised "Contributor's Card and Payroll Withholding Authorization" for use in the DOD Overseas Combined Federal Campaign.

AR 600-29, 17 August 1966, is changed as follows:

1. From Appendix B, "Plan for DOD Overseas Combined Federal Campaign," remove the following pages and insert revised pages as indicated below:

<p>✓ <i>Remove pages—</i></p> <p>Cover page and page i</p> <p>ii through 9</p> <p>14, 15, 15.1, 16, and 17</p>	<p>✓ <i>Insert pages—</i></p> <p>Cover page and page i</p> <p>ii through 9</p> <p>14, 15, 15.1, 16, and 17</p>
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2. File this change sheet in the front of the publication for reference purposes.

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CHANGE }
No. 5 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 17 October 1968

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE
DEPARTMENT OF THE ARMY

AR 600-29, 17 August 1966, is changed as follows:

- ✓ 1. From Appendix A, "Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies," remove the following pages and add the revised pages:

<i>Remove</i>	<i>Add</i>
25 through 28.09	25 through 28.09
33 through 36	33 through 36

- ✓ 2. From Appendix B, "Plan for DOD Overseas Combined Federal Campaign," remove the following pages and add the revised pages:

<i>Remove</i>	<i>Add</i>
10 and 11	10 and 11
15.1, 16 and 17	15.1, 16 and 17

- ✓ 3. Page 4, Appendix B, paragraph B. 1: In line 14, change "20310" to "20301."

4. File this change sheet in the front of the publication for reference purposes.

✓ *This change supersedes C 4, 6 August 1968.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements to The Adjutant General, ATTN: AGSC-R, Department of the Army, Washington, D.C. 20310.

By Order of the Secretary of the Army:

WILLIAM C. WESTMORELAND,
General, United States Army,
Chief of Staff.

OFFICIAL:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

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C 2

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No. 4

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 6 August 1968

PERSONNEL—GENERAL
FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

AR 600-29, 17 August 1966, is changed as follows:

Appendix A, "Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies." Page 35. Item 3, Section II, "NONDISCRIMINATION STANDARD" is superseded as follows:

3. There is no discrimination on the basis of race in hiring, assignment, promotion or other conditions of staff employment. In addition, the agency has a plan for positive action to achieve equal employment opportunity for all persons in the filling of its staff positions, including elements such as contacts with various organizations in the community, including minority group organizations, regarding the agency's employment needs, recruitment advertisements in minority group news media where advertising in the general media is used to fill jobs, identifying the agency as an equal employment opportunity employer in recruitment advertisements and the use for job referral purposes of only those employment agencies which do not discriminate on the basis of race in making referrals.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements to The Adjutant General, ATTN: AGSC-R, Department of the Army, Washington, D.C. 20310.

By Order of the Secretary of the Army:

W. C. WESTMORELAND,
*General, United States Army,
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Official:
KENNETH G. WICKHAM,
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HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 6 May 1968

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT
OF THE ARMY

AR 600-29, 17 August 1966, is changed as follows:

1. From Appendix A, "Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies," remove the following pages and add revised pages:

Remove	Add
Cover -----	Cover
7 and 8 -----	7 and 8
17 and 18 -----	17 and 18
23 through 28.07 -----	23 through 28.09
33 and 34 -----	33 and 34
37 and 38 -----	37 and 38

2. The following pen-and-ink changes will be made:

a. Change page 39, Appendix A, as follows:

✓(1) *Paragraph II, 14th line.* Delete "Radio Free Europe" and substitute "Project HOPE".

✓(2) *Footnote 1 at right, bottom of page, item 3, line 1.* Delete "Federal Service Joint Crusade" and substitute "International Service Agencies" and change "4" to "3".

b. *Page 41, Appendix A, footnote 5 at right, bottom of page, 5th line.* Change "1966" to "1968"; in 15th line, add "and" before "Project HOPE" and delete "and Radio Free Europe".

3. This transmittal sheet should be filed in the front of the publication for reference purposes.

The proponent agency of this regulation is The Adjustment General's Office. Users are invited to send comments and suggested improvements to The Adjutant General, ATTN: AGSC-R, Department of the Army, Washington, D.C. 20310.

By Order of the Secretary of the Army:

Official:

KENNETH G. WICKHAM,
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*General, United States Army,
Chief of Staff.*

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CHANGE }
No. 2 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 7 November 1967

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

AR 600-29, 17 August 1966, is changed as follows:

1. Remove pages ii, 1, 14, 15, 16 and 17 of Appendix B, "Plan for DOD Overseas Combined Federal Campaign," and insert revised pages ii, 1, 14, 15, 15.1, 16, and 17.
2. Appendix B, page 5, Section V, paragraph B, line 2: Change "March 1 and April 15" to read "February 15 and March 31."
3. This transmittal sheet should be filed in front of the publication for reference purposes.

The proponent of this regulation is the Office of The Adjutant General. Users are invited to send comments and suggested improvements to The Adjutant General, ATTN: AGSC-R, Department of the Army, Washington, D. C. 20310.

By Order of the Secretary of the Army:

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Chief of Staff.*

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CHANGE }
No. 1 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D. C., 25 January 1967

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

AR 600-29, 17 August 1966, is changed as follows:

1. Remove pages 23 through 28.05, 41, 42, 47, and 48 and insert revised pages 23 through 28.07, 41 through 42.01, 47, and 48 of Appendix A, Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies.

2. This transmittal sheet should be filed in front of the publication for reference purposes.

[AGSC]

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

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KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

To be distributed in accordance with DA Form 12-9 requirements for Administration:

Active Army: D. *NG:* D. *USAR:* None.

C2

1 July 1970

C 9, AR 600-29
*AR 600-29

ARMY REGULATION }
No. 600-29 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 17 August 1966

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

	Paragraph
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Purpose.....	2
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Responsibility.....	4
Solicitation overseas.....	5
Deferred payments of contributions.....	6
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APPENDIX A. Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies.....	
B. Plan for DOD Overseas Combined Federal Campaign.....	

★1. **General.** Local and national health, welfare, and emergency relief organizations depend upon voluntary contributions to achieve their objectives. Department of the Army military and civilian personnel, as individual citizens and as members of the community in which they live, should assume their respective share of the responsibility for supporting these activities. Accordingly, each military member and each civilian employee of the Department of the Army will be given the opportunity through on-the-job solicitations, to make voluntary contributions to recognized voluntary health and welfare agencies under policies and procedures prescribed by this regulation.

2. **Purpose.** This regulation implements within the Department of the Army the Government-wide policy and procedures prescribed by the United States Civil Service Commission Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies (app A).

★3. **Policy.** a. The program, practices, and procedures prescribed in the Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies will be applied by all components of the Department of the Army to authorized fund-raising solicitations at Army

installations and activities without variation except as provided in paragraph 4.

b. The general policies and guidance established by this regulation will serve as the basis for all fund-raising conducted within the military community.

4. **Responsibility.** Heads of Departments of the Army headquarters staff agencies and commanders of installations will—

a. Cooperate with and assist recognized voluntary health and welfare organizations, and representatives of or authorized organizations of representatives of other Federal agencies, as appropriate, in the arrangements for and conduct of authorized solicitations, as required to meet the provisions of the Federal Fund-Raising Manual and the needs of the local communities.

★b. Assume the responsibilities and enforce the requirements on racial nondiscrimination (chap. 7 of app A).

★c. Assure that contributions to fund drives are made on a truly voluntary basis. The clear purpose of the Executive order and the Federal Fund-Raising Manual is to insure voluntary support on the part of military and civilian personnel in the recognized annual fund drives conducted in the United States and overseas. This is not to reduce

*This regulation supersedes AR 600-29, 23 August 1963, including C 1, 7 January 1964; C 2, 14 September 1964; C 3, 4 June 1965; C 4, 4 August 1965; C 5, 21 October 1965; C 6, 18 February 1966; C 7, 8 April 1966; C 8, 9 June 1966; and C 9, 21 July 1966.

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in any way the obligation of heads of staff agencies and commanders to conduct informative and effective campaigns in support of recognized voluntary health and welfare organizations, or other organizations authorized to conduct fund campaigns at Army installations and activities.

d. Assure that each contributor has the privilege of making his gift confidentially without fear of censure or criticism.

e. Assure that the listing of individual gifts of participants who have not chosen to avail themselves of the confidential envelope procedure is used only as a control measure for the purpose of routine collection and forwarding of contributions. It will not be used to permit supervisory consideration of the amount of such gifts or in any supervisory discussion with a military member or civilian employee on such a matter.

★*f.* Prohibit assignment of a dollar goal or quota for each of the ranks and grades of personnel participating in a fund drive.

★*g.* Prohibit competition between units; harassment of the contributors, or any practice that involves compulsion, coercion, or reprisal directed to the individual serviceman or civilian employee because of the size of his contribution or his failure to contribute. This prohibition includes repetitive discussions, meetings, orientations, or "counseling" of individuals or groups of individuals who have failed to contribute by commanders, officers, or supervisory personnel at the same or successive levels of command.

★*h.* Follow the Federal fund-raising manual as hereby modified:

(1) *Desirability of 100 percent participation.* It is desirable that each individual contribute during the fund-raising campaigns. This fact may be appropriately stressed in printed campaign literature and at initial meetings, briefings, etc., where the fund drive is being publicly addressed before a group of individuals. The appeal for contributions from each individual should be based upon the merits of the specific campaign, as well as the organizations and persons benefiting from the money donated. This appeal may also include comments regarding the responsibilities of the individual as a citizen to support worthwhile community activities and to assist others who may be less fortunate than himself. However, the establish-

ment of unit or installation percentage goals of participation, especially 100 percent, could be considered coercive and is prohibited. Contributions made under such an established goal may not be truly voluntary. The desirability of 100 percent participation in the fund drive will not be stressed at any time during the personal, face-to-face solicitation of contributions from individuals in such a manner that, either directly or indirectly, the individual is told or lead to believe that he is the only one, or one of a small number of persons, preventing the achievement of some goal or 100 percent participation. To solicit contributions in this manner is coercive (ref subpara II, item C, app D to app A).

(2) *Assignment of dollar goals.* The assignment of dollar goals at the activity or installation level and at appropriate subordinate organizational levels is authorized except when less than 10 persons are involved or when the majority of Federal agencies represented in a local community determine that such an assignment will not be required. Where "Fair-Share Giving Guides" are included in campaign materials furnished by voluntary agencies, insure that such guides are not misrepresented or misinterpreted as individual assessments, quotas, or goals. Such individual assessments, quotas, or goals are prohibited (ref subpara I, item I, app D to app A).

(3) *Dissemination of report data.* The dissemination of report information is limited to commanders and fund-raising campaign officials. Data relative to subordinate units will not be circulated for information within a headquarters. The reports required by the Federal manual are a necessary management tool in the organization and operation of the fund-raising campaigns. However, the information contained in such reports is subject to use as the basis for coercive action. To prevent this misuse of information to the highest possible degree, reports forwarded from one headquarters to another will include only the consolidated total amount collected. Neither these reports nor other information provided will indicate the relative standings, amounts collected, or percent of participation of the individual subordinate units of the reporting headquarters. All reports between commands and installations not necessary to support the requirements of the Fed-

eral fund-raising manual should be considered for elimination. (Ref subpara I, items F, P and Q, app D to app A.)

(4) *Awards and rewards.* To preclude direct or indirect coercion, no awards or rewards initiated within the Department of the Army shall be made to individual solicitors for achievements in a fund drive. The individual achievements of solicitors will not be publicized. Awards to subordinate units, or their commanders, from higher headquarters for goal accomplishment or percent of participation achieved are prohibited. Comments on efficiency reports, plaques, passes, "training holidays," relief from guard duty or details, and all other incentives or rewards to those who contribute to fund drives are also prohibited. This is not meant to preclude awards and rewards, such as letters of commendation, for achievements for exceptional performance to persons in connection with the organization or administration of a campaign, as opposed to persons engaged in actual solicitation. Nor is this prohibition intended in any way to preclude publicity regarding the fact that a fund-raising campaign will be, is being, or has been conducted in a unit or at an installation, or regarding the consolidated total contributions of the installation in a dollar amount. Also, it is not the intent of this paragraph to preclude awards of any kind to persons or units by groups outside the Department of the Army. Higher headquarters may indorse such awards to designated units. (Ref subpara I, items P, Q, and R, app D of app A.)

(5) *Publicity.* Publicity on unit progress or percentage of participation such as charts, bulletin boards, special reports, daily bulletin or other announcements, "thermometers," as well as other kinds of publicity indicating unit standings or comparative standings and achievements are prohibited. Such publicity can lead to competition and supervisory comparison, thus creating pressures which may result in coercion. At the installation level, however, the use of a "thermometer" is permitted, but its use must be limited to illustrating only how the entire installation is progressing toward the installation goal, if one has been established, or total installation contributions. Unit contributions will not be indicated separately. (Ref subpara I, items F and Q, app D to app A.)

5. Solicitation overseas. *a.* Beginning with fiscal year 1967, a single combined Federal campaign

will be conducted among US Army personnel located in all oversea commands, installations, and activities, except the Panama Canal Zone, Hawaii, and the Commonwealth of Puerto Rico, in accordance with instructions in appendix B, Plan for DOD Overseas Combined Federal Campaign.

b. Commanders and heads of installations and activities overseas may modify the accounting and reporting for on-the-job contributions collected during solicitations to the degree that they do not violate the policies and principles of the manual and are consistent with the accounting and reporting provisions of the plan contained in appendix B.

c. Major oversea commanders will arrange for the distribution of all educational material, operational forms, and envelopes for Federal campaigns furnished by the participating voluntary agencies to all Army activities within the geographical limits of their command except MAAG, missions, and attachés.

6. Deferred payments of contributions. Commanders and heads of Department of the Army installations located in the 50 United States, the Panama Canal Zone, and the Commonwealth of Puerto Rico may, at their discretion and in accordance with the provisions of the Federal fund-raising manual, provide for keyman collection of installment pledges in campaigns when the voluntary agencies involved provided for deferred payments of contributions. Payment through payroll deductions is not authorized except in a Combined Federal Campaign.

★7. Internal welfare solicitations. Solicitations by private organizations of Department of the Army military and civilian personnel among their membership for organizational support or for benefit or welfare funds for their members are excepted from the Federal program by section 3 of EO 10927, contained in appendix A. However, such solicitations will be conducted in accordance with the basic policies and procedures of the program and at times which do not conflict with the periods reserved for the campaigns of recognized national voluntary agencies. In addition, the number of separate solicitations for funds on any installation will be limited to an absolute minimum.

a. The Army Emergency Relief and Army Relief Society may solicit among its membership

for the welfare and relief of its members in accordance with AR 930-4.

b. Local commanders may authorize on-post private organizations to conduct fund-raising campaigns for installation welfare and recreational activities provided that—

(1) The ultimate beneficiary activities or organizations are private in nature as discussed in paragraph 1-2c, AR 230-1;

(2) These activities or organizations have as their objectives the conduct of welfare and recreational activities limited in scope to the military community;

(3) These activities or organizations are free from the control and direction of any parent or

affiliate organization with respect to the disposition of funds and other assets; and

(4) Contributions are specifically designated and recipient beneficiary is identified.

c. Internal welfare solicitations may be supplemented by appropriate benefits conducted at the discretion of the installation commander. Commanders requested to authorize private organizations to conduct such benefits on-post will be guided by the provisions of paragraph 2-26, AR 230-60.

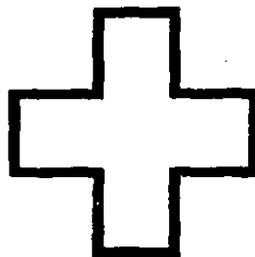
★8. **Communication with Headquarters, Department of the Army.** Communications concerning the Federal Fund-Raising Program should be addressed to HQDA (DAAG-ASO-R), TAGO BLDG, Falls Church, VA 22041.



Manual on

FUND-RAISING WITHIN THE FEDERAL SERVICE

for Voluntary Health and Welfare Agencies



EXECUTIVE ORDER

10927

ABOLISHING THE PRESIDENT'S COMMITTEE ON FUND-RAISING WITHIN THE FEDERAL SERVICE AND PROVIDING FOR THE CONDUCT OF FUND-RAISING ACTIVITIES

By virtue of the authority vested in me as President of the United States, it is ordered as follows:

Section 1. The President's Committee on Fund-Raising Within the Federal Service, established by Executive Order No. 10728 of September 8, 1957, is hereby abolished, and that order is hereby revoked.

Section 2. (a) The Chairman of the Civil Service Commission shall make arrangements for such national voluntary health and welfare agencies and such other national voluntary agencies as may be appropriate to solicit funds from Federal employees and members of the armed forces at their places of employment or duty stations.

(b) In making the arrangements required by subsection (a) of this section, the Chairman of the Civil Service Commission is authorized to consult with appropriate interested persons and organizations, the national voluntary agencies, and the executive departments and agencies concerned. Such arrangements shall (1) permit true voluntary giving and reserve to the individual the option of disclosing his gift or keeping it confidential; (2) designate specific periods during which solicitations may be conducted; and (3) provide for not more than three solicitations annually, except in cases of emergency or disaster appeals for which specific provision may be made by the Chairman of the Civil Service Commission.

Section 3. This order shall not apply to solicitations conducted by organizations composed of civilian employees or members of the armed forces among their own members for organizational support or for benefit or welfare funds for their members. Such solicitations shall be conducted under policies and procedures approved by the head of the department or agency concerned.

Section 4. All records and property of the President's Committee on Fund-Raising Within the Federal Service are hereby transferred to the Chairman of the Civil Service Commission.

Section 5. This order shall become effective forty-five days after its date.

JOHN F. KENNEDY

THE WHITE HOUSE
March 18, 1961.

Manual on

FUND-RAISING WITHIN THE FEDERAL SERVICE

*for Voluntary Health
and Welfare Agencies*



Office of the Chairman
United States Civil Service Commission

May 1963

FEDERAL FUND-RAISING MANUAL

(Reprinted July 1966)

PREFACE

This manual is a reprint of the *Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies* originally issued in May 1963, with all of the revisions made in subsequent Changes 1 through 7.

This reprint has been prepared primarily to supply new subscribers or present subscribers whose manuals may be worn out. No substantive changes have been made in the material, nor have the dates of issuance of the original pages been changed.

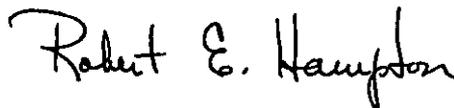
The first change to this reprint will be Change No. 8.

FOREWORD

The voluntary health and welfare organizations in our society reflect the complex and dynamic vitality of American life, the traditional concern of the American people for the unfortunate, and the genius for voluntary service which has long been our pride and our strength. Government policy approves the solicitation of contributions from Federal personnel for the support of worthy voluntary organizations. These agencies complement and reinforce our tax-supported institutions in a manner that is vital to the community and to the Nation.

The fund-raising program described in this manual was established in response to a need for orderly and effective arrangements for solicitations by voluntary agencies in the Federal service. It includes special provisions to insure true voluntary giving by civilian employees and members of the armed forces to the organizations that they wish to support.

The worthwhile efforts of our voluntary agencies merit generous contributions from all Federal personnel. I urge the heads of executive departments and agencies to insure that their fund-raising campaigns receive full support in all offices and installations of the Government.



ROBERT E. HAMPTON
Chairman

PLAN FOR THE MANUAL

A Loose-leaf Reference Publication

This manual is the official medium of the Chairman of the U.S. Civil Service Commission for issuing policy, procedural and informational material of a reference nature about the fund-raising program in the Federal service. It is for the guidance of Federal officials and representatives of recognized voluntary health and welfare agencies.

To permit the manual to be kept current and complete, it is in loose-leaf form and revisions are issued as replacement pages. Revised pages and instructions for pen-and-ink changes are conveyed by a numbered series of transmittal sheets. The transmittal sheets describe the nature of the revision, and the replacement pages identify the specific changes in the text by a star at the beginning and at the end of revised material. The deletion of part of a paragraph is indicated by two consecutive stars; of an entire paragraph by a line of stars. Transmittal sheets should be filed in numerical order in the back of the book as a check on the receipt of all numbers issued.

There are no binders or tabs designed specifically for the manual. Manual material is punched to fit an ordinary three-ring binder.

Information for Coordinating Purposes

A Fund-Raising Bulletin is issued by the Chairman of the Civil Service Commission each spring to announce the national voluntary agencies approved for solicitation privileges in the Federal service during the ensuing fiscal year. It is transmitted as a change to the manual for inclusion in the Appendix.

As a further aid in program administration, the Appendix lists the names of Federal officials who have special responsibilities for coordination of fund-raising activity at the national level and in certain centers of Federal employment in the field service. While reference lists are subject to fairly frequent change, the widespread need for this information by Federal personnel and voluntary agency representatives makes its inclusion advisable. The lists will be revised as needed but no more frequently than semiannual.

A detailed guideline for effective campaigning on the job is incorporated as a separate item in the Appendix in suitable form for reproduction and distribution to Federal campaign officials and keymen as needed in large establishments.

Procurement and Distribution Within the Federal Service

Federal departments and agencies are expected to purchase the number of copies of the manual and manual revisions they need by requisition from the Government Printing Office. It should be distributed to all points within the agency that usually maintain administrative regulations. As a minimum, a copy of the manual should be available at all places of employment or major duty stations. It may be reproduced for incorporation in an agency's own administrative manual system.

Purchase by Voluntary Agencies

Voluntary health and welfare agencies and other non-Federal organizations cannot use the official requisition procedure described above. However, the manual may be purchased on a subscription basis from the Superintendent of Documents, Government Printing Office, Washington 25, D.C. The subscription price covers the cost of the basic publication plus an indefinite number of revisions. Subscribers will be notified by the Government Printing Office when to renew their subscriptions.

Inquiries About the Program

Technical questions or complaints about the application of provisions of the program in connection with campaigns held in a particular department or agency should be addressed to the Fund-Raising Program Coordinator of the agency named in the Appendix. General inquiries about the program as it applies in more than one agency should be addressed to the appropriate Federal coordinating group listed in the Appendix, if there is one at the location involved, or to the Assistant to the Chairman, U.S. Civil Service Commission, Washington 25, D.C.

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GENERAL INFORMATION

1.1 **PURPOSE OF THE PROGRAM.** To establish policies and procedures governing the solicitation of Federal military and civilian personnel for contributions to private charitable and other humanitarian organizations.

1.2 **BACKGROUND.** It has long been Government policy to cooperate with and assist voluntary health and welfare agencies to solicit funds from Federal personnel in support of their worthy causes. Some years ago, however, the increasing number of fund drives began to create an administrative burden. Federal officials found themselves besieged by dozens of agencies seeking endorsements and the privilege of soliciting employees on the job. Employees were vexed, and frustrated at the multiplicity of appeals—as many as 10 to 20 a year in some departments. After extensive study of the situation, a uniform program was established in 1956 to limit the number of campaigns and insure true voluntary giving by Federal personnel. The program was monitored by the President's Committee on Fund Raising Within the Federal Service until the committee was abolished and its responsibilities assigned to the Chairman of the U.S. Civil Service Commission by Executive Order 10927 of March 18, 1961.

1.3 **SCOPE.** The program governs all fund raising by private voluntary agencies among Federal employees and members of the armed forces at their places of employment or duty stations. Thus, it is applicable to the 5 million civilian and military personnel of all executive departments and agencies wherever stationed throughout the world. It does not apply to solicitations by organizations of Federal employees or members of the armed forces among their own members for organizational support or for benefit or welfare funds for their members. These solicitations are excepted from the uniform program by section 3 of Executive

Order 10927 and are conducted under rules approved by the head of the department or agency concerned.

1.4 **LEGAL AUTHORITY.** The policies and procedures prescribed in this manual are directed to the heads of all executive departments and agencies under the authority of Executive Order 10927.

1.5 SUMMARY DESCRIPTION OF THE PROGRAM

.51 Eligibility of National Voluntary Agencies. National voluntary agencies apply to the Chairman of the Civil Service Commission for on-the-job solicitation privileges in the Federal Government. He issues annually a list of agencies which have been found acceptable under prescribed standards as to program objective, administrative integrity, and financial responsibility.

★.52 Assigned Campaign Periods. Federal fund-raising campaigns are assigned to fall, winter, or spring periods. In the United States, generally the fall period is allocated to united funds, community chests, or other local federated groups or to Combined Federal Campaigns; the winter period to national health agencies and international service agencies; and the month of March to the American Red Cross, except in communities where it participates in a local united fund or in a CFC. A DOD Overseas Combined Federal Campaign is held during a 6-weeks period in February and March.★

.53 Joint Arrangements. Recognized national voluntary agencies which have been assigned to the same period are required to coordinate solicitation arrangements at all locations where they run campaigns. Thus, for example, the winter period in the United States has concurrent campaigns by a group of national

health agencies and a group of international ★service★ agencies. Group campaigns are developed by the participating agencies under administrative arrangements which provide for individual agency identification, educational opportunities for each agency, and allocation of contributions in accordance with the specific designations by donors.

★.54 Combined Federal Campaign. All campaigns may be consolidated into a single annual drive with payroll deductions at locations where the local united fund, community chest or other local federated group consents to participate in a Combined Federal Campaign under the arrangements described in Appendix G.★

.55 Decentralized Operations. Voluntary agency representatives initiate campaigns in their assigned periods by direct contact with the heads of Federal offices and installations in local communities. Each Federal agency conducts a personal solicitation among its employees, using campaign materials, supplies and speakers furnished by the voluntary agencies.

.56 Voluntary Solicitation Methods. Employee solicitations are conducted during duty hours using methods which permit true voluntary

giving and reserve to the individual the option of disclosing his gift or keeping it confidential.

.57 Off-the-job Solicitation. Many worthy voluntary agencies do not participate in the on-the-job program because they do not wish to join in its coordinated arrangements or because they cannot meet the requirements for eligibility. Such agencies may, of course, solicit Federal employees at their homes, as they do other citizens of the community, or appeal to them through union, veteran, civic, professional or other private organizations to which they belong. In addition, limited arrangements may be made for off-the-job solicitation on military installations and at entrances to Federal buildings.

1.6 GENERAL POLICY ON CIVIC ACTIVITY. Federal personnel are encouraged to participate actively in the work of recognized voluntary agencies—as members of policy boards or committees, heads of local campaign units, or volunteer workers—to the extent consistent with agency policy and prudent use of official time. They are encouraged, also, to devote as much of their private time as possible to such volunteer work in the public interest.

ORGANIZATION AND FUNCTIONAL RESPONSIBILITIES

NATIONAL LEVEL

2.1 DEVELOPMENT OF POLICY AND PROCEDURES

.11 Chairman of the Civil Service Commission. The Chairman is responsible under Presidential authority for establishing fund-raising policies and procedures in the executive branch. With the advice of interested organizations and the Federal departments and agencies, he makes all basic policy, procedural, and eligibility decisions for the program.

.12 Advisory Council. The Council is composed of four members appointed by the Chairman to assist and advise him in the development of policies, procedures, and eligibility requirements. Its membership is representative of the voluntary agencies which participate in the Federal program, as follows:

- a. The President of the American National Red Cross.
- b. The President of the United Community Funds and Councils of America, Inc.
- c. The President of a participating national health agency, as designated on a rotating basis.
- d. The President of a participating international agency, as designated on a rotating basis.

★The Advisory Council meets at the call of the Chairman of the Civil Service Commission.★

★.13 Policy Committee. Appointed by the Chairman, this group provides direct working participation by Federal agencies and employee organizations in the development of the program. It is composed of a selected number of Fund-Raising Program Coordinators from the executive departments and agencies and the presidents, or their personal representatives, of the largest employee organizations in the Federal service. It acts through general meet-

ings and ad hoc working committees as required.★

.14 Eligibility Committee. The Eligibility Committee consists of a chairman and four members selected by the Chairman from the membership of the Policy Committee. It is responsible for recommending to the Chairman:

- a. Eligibility determinations on national voluntary agencies.
- b. Assignment of campaign periods.
- c. Decisions on emergency or disaster appeals.
- d. Decisions on jurisdiction under section 3 of the Executive Order, i.e. whether a special agency solicitation is properly exempt from the Federal program.
- e. Modification of eligibility standards and requirements as needed.

2.2 PROGRAM ADMINISTRATION

.21 Federal Agency Heads. The head of each executive department and agency is responsible for:

- a. Seeing that voluntary fund-raising within his department or agency is conducted in accordance with the policies and procedures prescribed by this manual.
- b. Designating a top-level representative as Fund-Raising Program Coordinator to work with the Chairman of the Civil Service Commission as necessary in the administration of the fund-raising program within his department or agency.
- ★c. Assuring full participation and cooperation of his installations in local fund-raising campaigns.

.22 Fund-Raising Program Coordinators. The responsibilities of agency Fund-Raising Program Coordinators are to:

- a. Cooperate with the Chairman of the Civil Service Commission and the representa-

tives of national voluntary agencies in the development and operation of the program.

- b. Maintain direct liaison with the Office of the Chairman in the administration of the program.
- c. Publicize program requirements throughout the department or agency.
- d. Answer inquiries about the program from officials and employees of the department or agency and from external sources.
- e. Investigate and arrange for any necessary corrective action on complaints alleging violation of program requirements within offices or installations of the department or agency.

A list of the Fund-Raising Program Coordinators is included in the APPENDIX.

2.3 PROGRAM COORDINATION. The Office of the Chairman, Civil Service Commission, coordinates the administration of the fund-raising program by the departments and agencies and maintains liaison with national voluntary agencies.

LOCAL COMMUNITY LEVEL

2.4 LOCAL VOLUNTARY AGENCY REPRESENTATIVES. State and local representatives of the recognized voluntary agencies are furnished policy and procedural guidance on the Federal program by their national organizations. They are responsible for:

- a. Initiating local campaigns in the Federal establishment.
- b. Furnishing educational and other campaign materials, speakers, and operational forms and envelopes appropriate to the Federal program.

2.5 LOCAL FEDERAL AGENCY HEADS. The heads of local Federal offices and installations are furnished the instructions in this manual by direction from the heads of their departments and agencies. They are responsible for:

- a. Cooperating with State or local representatives of approved voluntary agencies and with the local Federal coordinat-

ing group, where one exists, in organizing local Federal campaigns.

- b. Undertaking official campaigns within their offices or installations and providing active and vigorous support with equal emphasis for each authorized campaign.
- ★c. Seeing that personal solicitations on the job are organized and conducted in accordance with the procedures in Chapter 6.★
- d. Insuring that authorized campaigns are kept within reasonable administrative limits of official time and expense.
- ★e. The head of the local Federal installation having the largest number of civilian and military personnel is responsible for administering the nondiscrimination requirements of Chapter 7 in his local area if no local Federal coordinating group exists.★

2.6 LOCAL FEDERAL COORDINATING GROUPS. In local areas where there are a number of Federal offices and installations some interagency coordination is necessary in order to achieve effective community-wide campaigns and to improve general understanding and compliance with the program. The responsibility for local coordination is assigned by the Chairman of the Civil Service Commission to existing organizations of Federal agency heads where possible and to special committees at other locations where coordination is needed.

.61 *Authorized Groups.* Coordinating responsibility is assigned to the following organizations:

- a. *Federal Executive Boards.* These boards exist in principal cities of the United States for the purpose of improving executive branch cooperation. They are composed of local Federal agency heads who have been designated by the heads of their departments and agencies under authority of the President's Memorandum of November 10, 1961.
- b. *Federal Executive Associations and Business Associations.* These are self-organized associations of local Federal of-

ficials which exist at many points of Federal concentration for the purpose of general interagency cooperation, under the authority of a letter from the Chairman of the Civil Service Commission, dated September 2, 1965.

c. Fund-Raising Program Coordinating

Committees. These committees are established in other communities as needed, under the authority of E.O. 10927. Leadership in organizing such a committee is the responsibility of the head of the local Federal installation having the

largest number of civilian and military personnel. The committees are composed of local Federal agency heads or their designated personal representatives and have self-determined organizational arrangements.

A list of local Federal coordinating groups is included in the APPENDIX.

.62 *Coordinating Responsibilities.* Within the limits of the policies, procedures and arrangements made nationally, the fund-raising responsibilities of local Federal coordinating groups are to:

- a. *Facilitate local campaign arrangements.* To the extent needed or requested by voluntary agency representatives, the coordinating group (1) recommends high-level chairmen for the authorized Federal campaigns, (2) provides lists of Federal activities and their personnel strength, (3) cooperates on interagency briefing sessions and kick-off meetings, and (4) supports appropriate publicity measures needed to assure campaign success.
- b. *Improve understanding and compliance with program policies and procedures.* Each local Federal agency head receives fund-raising directives through his agency channels and can raise questions by the same means. However, the coordinating group serves as the central medium for resolving such questions locally to the extent possible without referral to the national level.
- c. *Interpret the program to community leaders.* The fund-raising program is responsive to the needs of a great many voluntary agencies, but it cannot accommodate to the desires and methods of all. The coordinating group (1) explains to community leaders the special arrangements and conditions of the Federal program and the considerations which entered into its development, and (2) publicizes appropriate information regarding the response of Federal military and civilian personnel to the approved campaigns.
- d. *Administer program requirements.* The coordinating group is responsible for

organizing a local Combined Federal Campaign, where appropriate; administering the requirements for a policy and practice of racial nondiscrimination by voluntary agencies participating in local Federal campaigns; and acting upon any problems of apparent noncompliance by voluntary agencies with the policies and procedures of the Federal program.

- ★e. *Develop Understanding of Voluntary Agency Programs.* It shall be an objective of the Federal coordinating group to encourage Federal employees to be a part of the total community effort to support health and welfare services. Since coordinating groups (or the CFC Committee where one is established) may be responsible for making determinations regarding the division of campaign receipts among the voluntary groups participating in a Combined Federal Campaign, it would be valuable for members of the group to develop the broadest possible understanding of the programs of the voluntary groups participating in CFC and of the voluntary movement in general. They can do this by service on community-wide planning and allocations bodies or service as volunteers or on committees or boards of local, national, and international voluntary agencies. Such service is highly commended to all Federal employees and particularly to members of the Federal coordinating groups because of their particular responsibilities in connection with the fund-raising program.
- ★f. *Communicate with the Office of the Chairman of the Civil Service Commission.* The coordinating group refers unresolved local fund-raising questions or problems that are common to several agencies direct to the Office of the Chairman for decision. Single-agency problems are referred through customary agency channels. The Chairman of the Civil Service Commission communicates directly with the Chairman of the local coordinating group when information about the local fund-raising situation is needed.

CAMPAIGN ARRANGEMENTS FOR VOLUNTARY AGENCIES ★(EXCLUDING COMBINED FEDERAL CAMPAIGNS)★

3.1 TYPES OF VOLUNTARY AGENCIES. Voluntary agencies are private, self-governing organizations financed primarily by contributions from the public. Some are national in scope, with a national organization and state or local chapters or affiliates. Others are primarily local both in form of organization and extent of services. The Federal program involves solicitation arrangements for four broad categories of such agencies:

- a. Local health, welfare, or recreational service agencies, such as visiting nurse associations, homes and clinics for children and the aged, and neighborhood centers for youth recreation and guidance.
- b. National and international welfare, recreational service and emergency relief—the American National Red Cross.
- c. National health agencies providing research and public education on a national basis in addition to local services, such as the American Cancer Society and American Heart Association.
- d. National agencies having an international service function which involves health, welfare or freedom-building programs in foreign countries, such as CARE and Radio Free Europe.

3.2 TYPES OF FUND-RAISING METHODS. The methods used by voluntary agencies in public fund raising are usually characterized as federated or independent. A *federated* campaign typically is one conducted by a local community chest, or by a united fund when the local Red Cross chapter participates. In these cases local voluntary agencies join contractually into a single organization for fund-raising purposes. Usually they also admit local chapters or affiliates of some national agencies as participating members. An *independent* campaign is one conducted by a local or national voluntary agency through its own fund-raising organization. Some national agencies conduct

only independent campaigns, as a matter of agency policy. Others campaign independently or participate in federation depending upon local circumstances and the admission policies of local federated groups.

3.3 CONSIDERATIONS IN MAKING FEDERAL ARRANGEMENTS. With the number of worthy voluntary agencies and their major differences in organization and fund-raising policy, coordinated arrangements are necessary in order to provide Federal employees an opportunity, within reasonable administrative expense, to contribute to the agencies of their choice. Basic arrangements are made nationally in view of the national scope of many of the voluntary agencies. Campaign operations are decentralized under provisions that accommodate to the varying situations in local communities. Both federated and independent fund-raising policies are supported since each responds to a legitimate purpose of the voluntary agencies involved. However, in order to keep the number of *on-the-job* solicitations to the practical minimum independent appeals must be grouped into joint campaigns of agencies having similar characteristics, e.g. the National Health Agencies, the International Service Agencies and the American Overseas Campaign.

3.4 DEFINITION OF TERMS USED IN FEDERAL ARRANGEMENTS

.41 *Domestic Area.* The 50 United States, the Panama Canal Zone, and the Commonwealth of Puerto Rico.

.42 *Overseas Area.* All other points in the world where Federal employees or members of the armed forces are stationed.

.43 *Federated Community.* A location within the domestic area where a federated fund-raising program is operated by national and local voluntary agencies through a community

chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc. and which meets the nondiscrimination requirements prescribed in Chapter 7.

.44 *Nonfederated Community.* A location within the domestic area where there is no federated fund-raising program or where the federated program does not include any national voluntary agency of the types defined in paragraphs 3.45 and 3.46 or does not meet the nondiscrimination requirements prescribed in Chapter 7.

.45 *Recognized National Voluntary Agency.* An agency which has been declared eligible by the Chairman of the Civil Service Commission for participation in independent or joint campaigns in the Federal establishment.

.46 *National Voluntary Agency "Supported Primarily through United Funds and Community Chests."* An agency which generally solicits within the Federal establishment as a participating member of community chests, united funds or other local federated groups which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc., for example, United Service Organizations, Inc. (USO). Such an agency is not recognized for participation in independent or joint campaigns except with respect to nonfederated communities and the overseas area.

3.5 POLICIES GOVERNING FEDERAL ARRANGEMENTS

.51 *Campaign Arrangements Established Nationally.* The basic campaign arrangements in this chapter have been established by the Chairman of the Civil Service Commission after consultation with representatives of national voluntary agencies, the executive departments and agencies, and Federal employee organizations. Commitments are made nationally in order to make it possible for the independent national voluntary agencies to develop and administer joint campaigns in the Federal establishment. Therefore, local Federal agency heads are not authorized to vary from the established arrangements except to the

extent that local variations are expressly provided for.

.52 *Number of Solicitations.* Not more than three solicitations on the job will be made annually at any location, on behalf of voluntary health, welfare, or international service agencies, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the Civil Service Commission. At locations where the Red Cross participates in a local federated campaign not more than two such solicitations will be made annually. Only one solicitation will be made at locations where there is a Combined Federal Campaign.

.53 *No Duplicate or Supplemental Campaigns.* No voluntary agency may be permitted to solicit Federal personnel at place of employment or duty station more than once in any year except in the case of an approved emergency or disaster appeal.

.54 *Responsible Conduct.* Solicitation privileges may be withdrawn from a voluntary agency at any time by the Chairman of the Civil Service Commission, after due notice and opportunity for consultation, in the event it fails to adhere to the eligibility requirements, policies and procedures of the Federal program.

.55 *Federated Campaigns.*

★.551 *Authorization.* A local community chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Way of America, Inc., and which meets the nondiscrimination requirements prescribed in Chapter 7 and which, beginning with the program year 1973 (fall campaign 1972) meets the accounting and financial reporting requirements spelled out in Sections 5.46f and 5.46j of Chapter 5 of this Manual is authorized on-the-job solicitation privileges in its local campaign area on behalf of any of its member agencies which also meets these requirements. Certification as to compliance with the nondiscrimination requirements must be made by the member agency. The local fund or chest must certify to the appropriate local Federal officials as to the accounting and financial reporting require-

ments for itself and on behalf of each member agency. If a member agency does not meet the accounting and financial reporting and non-discrimination requirements it shall not be permitted to solicit contributions from Federal personnel in the local area, but its failure will not affect the right of the fund or other member agencies which meet such requirements to solicit. If the local fund or chest does not meet these requirements the local area becomes a nonfederated community for purposes of fund raising and solicitations will be coordinated in accordance with Section 3.56 of the Manual.

(For additional information on nondiscrimination requirements, see Chapter 7.)

.552 *Other Agencies Excluded.* In a federated community as defined in paragraph 3.43, local voluntary agencies and national voluntary agencies "supported primarily through united funds and community chests" are not authorized to solicit on the job except as participating members of the local fund or chest.

.553 *Single Fund-Raising Agency.* A local community chest, united fund or other local

federated group will be considered and supported as a single agency in order to safeguard its contractual agreements with members as to the distribution of gifts.

.554 *"Causes" Excluded.* Solicitation for a health "cause," e.g. for "Mental Health," "Heart Disease," without identification of the specific voluntary agency for which the funds are sought, is not authorized. If "causes" are listed within the framework of a united fund or community chest all funds collected from Federal personnel must be allocated only to specific voluntary agencies in accordance with the contractual agreements of the fund or chest.

.555 *Campaign Period.* The fall of the year is reserved for community chest, united fund, and other local federated campaigns, coordinated solicitations or combined campaigns in the Federal establishment.

.56 *Coordinated Solicitations in Nonfederated Communities and Mixed Areas.*

.561 *Nonfederated Communities.* In a nonfederated community as defined in paragraph 3.44, recognized national voluntary agencies and national voluntary agencies "supported primarily through united funds and community chests" are eligible to participate with purely local voluntary agencies in a coordinated solicitation during the fall of the year. Purely local voluntary agencies must have earned good will and acceptability within the overall geographic area covered by the campaign. The eligibility of local agencies desiring to join in the solicitation will be determined by the local Federal coordinating group where one exists.* The standards in Chapter 4 will be used as guidelines in determining eligibility. The local and national voluntary agencies that are eligible to participate in a coordinated solicitation will be responsible for developing an appropriate fund-raising organization to handle all phases of the campaign. Campaign arrangements in consonance with the Federal program will be worked out by the local Federal coordinating group with the local voluntary fund-raising organization.

.562 *Mixed Areas.* In an area where a Federal installation overlaps or is part of two or

more federated or nonfederated communities, the Federal coordinating group* is authorized to develop a coordinated solicitation best suited to the needs of the locality. Arrangements in consonance with the Federal program will be worked out on a mutually agreeable basis with the representatives of the local and national voluntary agencies and federated groups in adjacent or nearby communities in which the Federal personnel reside.

.57 *Independent Campaigns*

.571 *American National Red Cross.* The month of March is reserved for independent campaigns by the Red Cross at all locations where it is represented by a chapter:

- a. Which does not participate in a united fund or other federated or combined campaign.
- b. Which is organized to serve the community within which or nearby is located the Federal office or installation.

.572 *Joint Campaigns of Other Recognized National Voluntary Agencies.* Except for locations covered by a Combined Federal Campaign, joint campaigns are authorized under administrative arrangements developed by and mutually acceptable to the participating voluntary agencies, which must include the following conditions:

- a. *Joint and Concurrent Operation.* Recognized national health agencies will conduct one joint campaign and international service agencies another; the two groups will solicit concurrently in the same period at all authorized locations.
- b. *Authorized Locations—Health Agencies.* Each recognized national health agency may participate at those locations where it is represented by a state or local chapter or affiliate:
 - (1) Which does not participate in a local united fund or community chest campaign.

*See APPENDIX for locations. In the absence of an authorized Federal coordinating group, eligibility determinations may be made by the head of the Federal installation concerned. If there is more than one installation a Fund-Raising Program Coordinating Committee as described in paragraph 2.61c should be established for this purpose.

- (2) Which is organized to serve the community within which or nearby is located the Federal office or installation.
- (3) Which shares fully in the planning, work and expense of the local joint campaign.

Each voluntary agency's designated representative will annually certify in writing to the appropriate state coordinating committee of the Federal Service Campaign for the National Health Agencies a list of the locations in the state (counties) where its chapters or affiliates meet the required conditions.

- c. *Authorized Locations—International Service Agencies.* Each recognized international service agency may participate at those locations where an authorized representative shares fully in the planning, work and expense of the local joint campaign.
- d. *Agency Identification.* Each participating national agency will be specifically identified by name in the joint campaign material provided to potential givers.
- e. *Educational Opportunity.* Each participating national agency will be allowed to tell about its purpose and program in the campaign material provided to potential givers.
- f. *Designation of Gifts.* Each participating national agency will receive intact all gifts specifically designated to it by givers.
- g. *Campaign Period.* The joint campaigns will be conducted concurrently in one of the following periods:
 - (1) January 1 to February 15—in communities where the local Red Cross chapter conducts an independent campaign during March.
 - (2) Any continuous 6 weeks' period between January 1 and April 30—at all other locations in the domestic area. The exact period is locally determined by the joint campaign organizations.

.58 *Overseas Campaigns*

.581 ★*DoD Overseas Combined Federal Campaign.* A Combined Federal Campaign is authorized for all Department of Defense

activities in the overseas area* during the 6 weeks' period March 1 to April 15. The American National Red Cross, each national health agency recognized for campaigns in the domestic area (the Federal Service Campaign for the National Health Agencies), and each international service agency recognized for campaigns in the domestic area plus any national voluntary agency recognized for overseas campaigns only (the American Overseas Campaign) may participate in the DoD Overseas Combined Federal Campaign.★

.582 *Local Voluntary Agency Campaigns.* The heads of overseas offices and installations may, in their discretion, permit the solicitation of their military and civilian personnel for purely local voluntary agencies. Such campaigns will be conducted in accordance with the basic policies and procedures of the Federal program and at times which do not conflict with the periods reserved for the ★DoD Overseas Combined Federal Campaign.★ The eligibility standards in Chapter 4 may be used as guidelines in determining the eligibility of local voluntary agencies. Federal leadership in organizing such campaigns will be assumed by the head of the overseas Federal establishment having the largest number of U.S. personnel in the locality of the campaign.

.583 *Optional Participation by Certain Civilian Agencies.* Federal civilian departments and agencies which have traditionally considered their overseas personnel as members of the National Capital Area for fund-raising purposes may continue this practice.

3.6 OFF-THE-JOB SOLICITATION AT PLACES OF EMPLOYMENT. The program for on-the-job solicitation cannot accommodate to the various fund-raising policies and methods of all worthy voluntary agencies. However, in the discretion of the local Federal agency heads concerned, voluntary agencies which are not recognized for the on-the-job program may be authorized off-the-job solici-

*Excludes Hawaii, the Panama Canal Zone, and the Commonwealth of Puerto Rico which are in the domestic area.

tation privileges at places of employment under the conditions specified below. Since dual solicitation is not authorized, this privilege cannot be made available to any voluntary agency that is included, independently or as a member of a federated campaign, in the on-the-job program.

.61 Family Quarters on Military Installations.

In the discretion of the local commander, worthy voluntary agencies may be permitted to solicit at private residences or at similar on-post family public quarters in unrestricted areas of military installations. However, such solicitation may not be conducted by military or civilian personnel in their official capacity either during duty or nonduty hours, nor may such solicitation be conducted as an officially command-sponsored fund-raising project. This restriction is not intended to prohibit nor to discourage military and civilian personnel from otherwise participating as private citizens in

voluntary agency activities during their off-duty hours.

.62 Public Entrances of Federal Buildings and Installations.

Worthy voluntary agencies which engage in limited or specialized methods of solicitation—for example, the use of “poppies” or other similar tokens by veterans organizations—may be permitted to solicit at entrances or in concourses or lobbies of Federal buildings and installations, provided that such locations are normally open to the general public. The heads of the Federal agencies occupying the building or installation may authorize this privilege in their discretion. The agreement with the local representatives of the voluntary agency will specify the authorized locations, the number of solicitors that may be used, and any other reasonable limitations considered necessary. Where appropriate, the occupant Federal agencies concerned will coordinate the granting of any such privilege with the building or installation manager.

THE COMBINED FEDERAL CAMPAIGN

4.1 PURPOSE. The Combined Federal Campaign plan was established to meet employee wishes for a single campaign, reduce the expense to the Government involved in separate campaigns, permit payroll deductions for charitable contributions, and provide better support to voluntary health and welfare organizations. The arrangements for combined campaigns have been approved by the Chairman of the Civil Service Commission under the authority of Executive Order 10927, dated March 18, 1961, which governs fund raising within the Federal Service.

In a Combined Federal Campaign the approved voluntary agencies campaign together at *one* time in the fall of the year rather than in separate campaigns in the fall and in the spring.

4.2 AUTHORIZED CAMPAIGN ORGANIZATIONS. Arrangements for each local CFC will be worked out through negotiations between the local Federal officials and representatives of the authorized campaign organizations. The four authorized campaign organizations are as follows:★

1. *A local united fund, community chest, or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc.* The number of member agencies in a fund or chest campaign varies from around 20 to over 200 depending upon the locality.
2. *The National Health Agencies.* There are a number of health agencies recognized nationally but eligibility to solicit in a CFC is limited to those locations where the national agency has a State or local chapter or affiliate (a)

which is organized to serve the local area (county), and (b) which is not a member agency of the local united fund or chest.

3. *The International Service Agencies.* These are recognized international service agencies which make up this campaign group at all locations. Since their program operations are all conducted overseas, fund-raising eligibility is not limited to the places where they have local chapters or committees, but where a local chapter participates in a united fund campaign it cannot participate in the ISA group.
4. *The American Red Cross.* At locations where Red Cross does not raise funds in partnership with the local united fund or chest, its chapters constitute a fourth campaign group.

★**4.3 RESPONSIBILITY OF LOCAL FEDERAL COORDINATING GROUPS.** Each Federal coordinating group is required to organize a Combined Federal Campaign in the local area for which it has fund-raising responsibility. Civilian employees and members of the Armed Forces in all Federal offices and installations in the local campaign area are included whenever a CFC is organized. The heads of executive departments and agencies will request their local officials to cooperate fully with the decisions of the Federal coordinating group on all aspects of CFC arrangements, in the interest of achieving a single, unified campaign for all Federal personnel in the local area.

At locations where there is no Federal coordinating group in being, the head of the local Federal installation having the largest number of personnel should initiate action to form a Fund-raising Program Coordinating

*See Appendix E.

Committee¹ to work toward the establishment of CFC.

4.4 CFC PLAN

★41. *CFC as Uniform Fund-Raising Method.*

The Combined Federal Campaign is the uniform fund-raising method in all areas in the United States in which Federal employees are located. Appropriate Federal officials are required to organize such campaigns in their local areas and all eligible voluntary agencies wishing to participate in fund raising within the Federal service must do so within the framework of a Combined Federal Campaign.

★42 *Requirement to Participate in CFC.*

1. *Local United Funds or Community Chests.* Since CFC is the uniform fund-raising method, a local united fund or community chest must participate in such campaign where it is held or forfeit its fund-raising privileges in the Federal establishment during the fiscal year.
2. *National Voluntary Agencies.* The recognized² national health agencies, and international service agencies have agreed nationally to participate in CFC under the basic rules prescribed. Their local representatives will participate as full partners in the formulation of detailed arrangements for the local campaign and preparation of campaign materials. If there is disagreement on details which cannot be resolved on a timely basis by direct negotiations between the campaign organizations, such matters will be referred with the recommendations of each organization to the local Federal coordinating group for final decision.

In the event that any of the national voluntary agencies should choose not to participate in CFC under the final arrangements decided locally it may withdraw from the campaign, but it will not have fund-raising privileges in local Federal offices or installations during the fiscal year involved.

¹ See Manual, section 2.61c.

² An Eligibility Committee of Federal management and employee representatives annually screens applicants for fund-raising privileges, using comprehensive standards relating to program worth, administrative integrity, and financial responsibility. Agencies recognized for the current fiscal year are listed in Appendix E.

In the communities where the Red Cross conducts an independent campaign in the Federal establishment in March it will be regarded as a separate campaign organization and full partner in the combined campaign. Red Cross chapters have independent authority with respect to fund-raising policy, so responsibility for deciding on participation in CFC rests with the local chapter board of directors. As with the other national organizations, in the event local Red Cross chapters choose not to participate in CFC under the final arrangements decided locally they are not authorized to have a separate campaign in local Federal offices or installations during the fiscal year involved, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the CSC. (See Manual, section 3.52.)

3. *Nonfederated Areas.* A CFC may be held in a nonfederated community (a location within the domestic area in which a federated fund-raising program through a community chest or united fund is not operated or in which, if there is a fund, such fund is not a member in good standing of or recognized by the United Way of America. See section 3.44 of the Manual.) In this event the local Federal coordinating group is authorized to approve the participation of each local united fund-type agency and make arrangements for distribution of funds among such agencies. National Health Agencies (which provide a service in the local area) and International Service Agencies may participate in a Combined Federal Campaign in nonfederated areas.

★43 *Exceptions in Areas of Less Than 200 Federal Employees.* Where there are 200 or less Federal employees in the local campaign area, it may not be practicable to hold a Combined Federal Campaign. Therefore, in such areas local Federal officials are not required to arrange for a Combined Federal Campaign. However, if they believe it would be desirable from the standpoint of the local community or the Federal Government and its employees to have such a campaign, they may arrange a

Combined Federal Campaign regardless of the number of employees involved. Where a CFC is not conducted because of lack of sufficient Federal employees, the local united fund is authorized to solicit within the Federal establishment during the fall of the year and the National Health and International Service Agencies are authorized to conduct separate spring campaigns. Where the Red Cross is not a member of the local united fund and the area will not have a CFC, then the Red Cross may conduct an independent campaign during the month of March. However, where CFC are not conducted, payroll deductions for charitable contributions are not authorized.

★4.5 ORGANIZING THE LOCAL CAMPAIGN. Direction of the campaign shall be under the overall policy guidance of the Federal coordinating group and such other arrangements as necessary shall be made to assure the greatest possible success for the campaign. In most locations the local united fund organization will have the expertise and campaign know-how which can be helpful in the conduct of the campaign, and with the cooperation of the other voluntary groups it would be desirable to make campaign arrangements accordingly. Where the voluntary groups participating in the campaign are unable to agree on campaign arrangements, the decision shall be made by the local coordinating group.

★.51 *CFC Committee*. The local Federal coordinating group should designate a CFC Committee from among its principal members to give top policy leadership and direction to the planning, conduct, and evaluation of the combined campaign. Any of the authorities assigned to the group in this plan may be re delegated to the CFC Committee. Employee representatives should be appointed to the CFC Committee, where possible from among the principal employee organizations recognized in local Federal installations, so as to insure employee participation in the planning and conduct of the campaign.

★.52 *Addition of Observers to CFC Committee*. Under certain circumstances, as spelled out in this Chapter, the CFC Committee will be required to make a determination concerning

division of campaign receipts among the groups. To aid the CFC Committee in this process, it should be augmented by the addition of Observers appointed by and representing the voluntary groups. Where the Red Cross is a part of the local United Fund, the local Fund shall be entitled to name two Observers, and the National Health Agencies and International Service Agencies one each. Where the Red Cross is not in the local United Fund, it is entitled to one Observer and the United Fund to one. The function of the Observers will be to provide such input and advice to the CFC Committee as the Committee deems necessary and appropriate. The Observers shall not have a vote concerning the division of campaign receipts and shall absent themselves from any meeting of the CFC Committee where a final determination is to be made concerning the division of campaign receipts.

In making the determination regarding division of receipts, the local coordinating group (or CFC Committee) is free to request budget or program information which it deems necessary in making its decision. For the international agencies, only information on national budget and national program shall be requested and local budget and program information shall not be required.

★.53 *Action Steps by CFC Committee Chairman*. The chairman of the CFC Committee should initiate action promptly to organize and plan for the local combined campaign. Immediate action steps suggested are as follows:

1. Meet with the principal representatives of the authorized campaign organizations in the local area, i.e., the local united fund or community chest, the national health agencies, the international service agencies and, in communities where it has a separate Federal campaign, the Red Cross. Attempt to enlist their cooperation in the combined campaign.
2. Establish a local joint work group of Federal and voluntary agency representatives. Its purpose is to assemble necessary information and data, plan the detailed arrangements, identify and attempt to resolve any policy issues, and prepare the campaign materials. The

work group should have a Federal chairman, other management and employee representatives as deemed advisable, and a designated representative from each of the authorized campaign organizations. If participation by the local united fund (community chest and Red Cross at some locations) is delayed because of the need to obtain formal authorization from its board of directors, request designation of a representative on a tentative basis so that preliminary planning can get underway in the meantime.

3. Insure that the joint work group's planning and materials preparation is scheduled and moves ahead rapidly and that detailed arrangements are approved and issues resolved on a timely basis by the Federal coordinating group.

4.6 BASIC CFC GROUND RULES. The arrangements outlined in this part constitute basic ground rules for the Combined Federal Campaign. Certain local variations are specifically authorized in this chapter or where the voluntary groups unanimously agree to modification. Modification of the ground rules in specific instances may be requested by Federal coordinating groups by writing the Office of the Chairman, Civil Service Commission; however, modifications will be granted only in most exceptional circumstances.

Within the basic ground rules established by the Chairman of the Civil Service Commission, the local Federal coordinating group is authorized to make final decisions on all matters on which the local representatives of the campaign organizations do not reach mutual agreement after a reasonable period of negotiation, such as the details in setting ratios for division of undesignated money, in drafting campaign materials, in relative publicity, etc. The local Federal coordinating group is expected to give thoughtful consideration to the equities involved and the recommendations of each campaign organization on the matters at issue and to render impartial decisions which will promote the purposes of the Combined Federal Campaign.

The local joint work group should proceed

promptly to work out and recommend to the Federal coordinating group the detailed arrangements for the campaign, covering the items listed below.

A. Campaign name. The name will be the COMBINED FEDERAL CAMPAIGN. The title should include the year for which contributions are solicited and identification of the locality, as for example: 1970 SAN ANTONIO AREA COMBINED FEDERAL CAMPAIGN.

B. Campaign period. This may be any period not in excess of six weeks between September 1 and November 30.

C. Campaign area. The exact geographic area to be covered by the combined campaign will be determined locally, taking into account past practice and the feasible scope for a single, coordinated campaign. Generally this will be the area that has been used in previous years for a coordinated campaign on behalf of the local united fund or chest. At some locations more than one united fund or chest may be involved. Clear demarcation of the campaign area is necessary, among other reasons in order that the national agency campaigns outside the CFC areas can be conducted without overlap or confusion.

★D. Past contributions data. In areas where the regular formula is used or where there will be a first-time CFC in 1971, each of the authorized campaign organizations should report its total dollar receipts in the last 3 years from Federal military and civilian personnel in the campaign area established in C above. Compile a separate 3-year total for the united fund or chest, the national health agencies, the international service agencies, and, if it has an independent local Federal campaign, the Red Cross. The ratio of these 3-year totals is the base for setting the ratio for division of undesignated funds or determining voluntary agency goals in the combined campaign.

For areas with established CFC in which the alternative formula will be used, the Federal coordinating group should use CFC receipt records as called for in the alternative formula described in Section 4.7B.

4.7 DIVISION OF RECEIPTS. A. Ratio for

division of undesignated funds (Regular Method). Undesignated funds are the dollars donated or pledged in the combined campaign that are not designated to particular beneficiary agencies. The percentage distribution of undesignated funds among the authorized campaign organizations will be predetermined on a basis which gives effect to the past giving experience by Federal contributors in the local campaign area. A 3-year experience period is used so as to avoid severe fluctuations due to special factors affecting contributions in any one year.

The ratio of the total contributions received by each group in their local Federal campaigns during the latest 3-year period will be the basic ratio for division of undesignated funds. The local joint work group may recommend adjustments in this base as needed to accommodate to: (1) inability to compile accurate data on past contributions in the local campaign area, (2) shifts of member agencies from one group to another, (3) a Red Cross emergency or disaster appeal, and (4) any other major circumstance which any of the groups believes should be considered in setting the final ratio. If the campaign organizations cannot agree on the final percentage ratio after a reasonable time for negotiation, the matters at issue will be referred with the recommendations of each organization to the Federal coordinating group for final decision.

★*B. Alternative method for distribution of undesignated funds.* As an alternative method for division of undesignated funds, a dollar amount as a base will be established for each group equal to its receipts from the fall 1970 CFC in the local area (before shrinkage and expenses). The dollar base for each group so established shall not be changed for a period of 3 years or until modified by instructions from the Chairman of the Civil Service Commission, except that the dollar base for each group shall be adjusted annually beginning in 1971 as determined by the Chairman of the Civil Service Commission in keeping with any change in the Consumers Price Index from the base month of March of the previous year. (For CFC established for the first time in 1971, the dollar base for each group will be

determined by its average gross receipts over the most recent 3-year period in Federal Campaigns in the local area. After applying designated funds, all undesignated receipts will be used to fulfill the dollar base of each group. Any undesignated funds remaining after the dollar base of each group has been met will be distributed in accordance with the ratio derived from the most recent 3-year experience of the groups. The results of the fall 1971 campaign for new CFC will establish the dollar base for each group for a subsequent 2-year period or until modified by instructions of the Chairman of the Civil Service Commission, except that the dollar base for each group shall be adjusted as determined by the Chairman of the Civil Service Commission annually beginning in 1971 in keeping with any change in the Consumers Price Index from the base month of March of the previous year.)

For purposes of division of receipts, all designated funds will be credited toward the dollar base* established for the appropriate group. Undesignated funds will then be added to each group's designated funds as necessary to achieve the group's dollar base.

Any undesignated funds remaining after the dollar base of each group has been achieved shall be distributed among the groups in the discretion of the local Federal coordinating group giving consideration to new or additional requirements (including a Red Cross emergency or disaster campaign) in local, national, or international functions as justified to the Federal coordinating group by the voluntary organizations. Justification of new or additional requirements as a basis for allocation of undesignated funds remaining after the dollar base of each group has been achieved and the allocation of such funds shall take place following the campaign as soon as final campaign results can be determined.

If insufficient funds are raised to meet the dollar base of each group, or if the distribution of funds is such that the dollar base of each

*Dollar base means the dollar base for each group adjusted as determined by the Chairman of the Civil Service Commission in keeping with changes in the Consumers Price Index, except for CFC established for the first time in 1971 in which the dollar base for each group for the 1971 campaign only will be determined by its average receipts over the most recent 3-year period.

group cannot be met, and after all designated money is credited to the dollar base of the appropriate group, the remaining undesignated funds shall be added to the designated funds of each group in such amounts so as to assure that each group achieves an equal percentage of its predetermined dollar base, except where a group exceeds that percentage on the basis of designated funds.

A Combined Federal Campaign established for the first time in the fall of 1971 is required to use this formula for determining the division of receipts among campaign groups. CFC established prior to 1971 may use this formula or the regular formula. Final decision on any matter pertaining to this formula on which there is disagreement among the groups shall be made by the local Federal coordinating group within the guidelines established by the formula. Where accurate data on past contributions in the local campaign area cannot be compiled, the local Federal coordinating group will determine the dollar base for the groups.

4.8 CONTRIBUTOR DESIGNATION. The right to designate will be plainly stated in the contributor's leaflet, but designations will be neither encouraged nor discouraged by keymen solicitors or in campaign publicity materials and speeches.

The contributor's information leaflet will identify the participating campaign groups and list their member agencies with a brief statement describing each agency's program. The leaflet will tell the contributor how the funds will be divided among the groups and of his right to designate gifts to individual agencies. Several lines will be provided on the pledge form where he may write in such designated gifts. Where the alternative formula for division of undesignated receipts is used, a minimum of five lines for undesignation purposes shall be shown on the pledge card. Since this will increase the space necessary for designation purposes, the reverse side of the pledge card may be used; however, the five designation lines or boxes should appear on the pledge card itself. Separate designations slips should not be used, whichever formula is adopted for divisions of receipts.

Mention will be made in the contributor's leaflet and provision made on the pledge form for designation only to individual agencies, not to campaign groups. If the contributor should write in a group designation, however, such designation will be tabulated and allocated to the group in accordance with the contributor's instructions.

4.9 DOLLAR GOALS. A dollar goal for the overall combined campaign is recommended. Generally, it provides a focus for group spirit and unity of purpose that contributes materially to success. By apportioning the goal equitably among the Federal offices and installations, each agency shares responsibility in the team effort and has a mark to gauge its accomplishment.

★The dollar goal should be set with the advice and consultation of the voluntary groups. In developing the proposed goal, the local work group should take into account past giving experience in local Federal campaigns, the needs and reasonable expectations of the voluntary agencies in the current campaign situation, and the probability of a substantial increase in the level of giving due to the single campaign and payroll payment plan. The objective should be to set a goal that is attainable and which can be exceeded in an enthusiastic and purposeful campaign.

Dollar goals are not required. An alternative approach, used successfully in some CFCs, is to rely on Fair Share Giving as the principal incentive. For example, the "goal" could be 75 percent participation at the fair-share level.

4.10 FAIR-SHARE GUIDES AND VOLUNTARY GIVING. Suggested fair-share giving guides for the individual contribution should be constructed locally. The guide may be shown in the contributor's leaflet or on the pledge form. It will be accompanied by a statement that the guide is provided because employees often ask for one but that the decision to give and the amount is up to each employee. In this connection, Federal agencies are not authorized to furnish individual employees fairshare guide based upon the employee's specific pay or grade; a guide in this form is comparable to an individual quota or assess-

ment which is prohibited.³ The contributor's leaflet or the pledge form must also include the express statement that the employee has the privilege of making his gift confidentially through the use of a sealed envelope which will be delivered without opening to the voluntary agencies.⁴

In the contributor's leaflet and other campaign publicity it will be desirable to emphasize the concept of the single annual campaign, referring to the fact that the contributor's pledge is to cover what he would have given in the three (or four) separate campaigns usually held and to point out that the privilege of extended payment through payroll withholding makes it possible for him to cover a full year's commitments at one time.

The suggested amounts of fair-share gifts should of course be structured in relation to the contributor's ability to give and the scale should be in reasonable relation to the campaign goal and the guides used in local private employment. The guide should show the amount of periodic payroll deduction suggested as appropriate for various pay levels. This may be combined with or supplemented by guides for cash giving or direct-payment pledges. These are usually represented in terms of percent of annual income, number of hours' pay, or in tabular form showing suggested size of gift in relation to various income levels.

4.11 CENTRAL RECEIPT AND ACCOUNTING FOR CONTRIBUTIONS. The authorized campaign organizations should arrange, by mutual agreement, for a central receipt and accounting point in the local area for CFC contributions. This is essential in order to avoid the need for multiple pledge and report forms, which would greatly complicate on-the-job solicitation procedures, and to provide a central point for receipt of periodic remittances from Federal payroll offices during the ensuing year. Central receipt and accounting can be arranged as a joint operating activity of the campaign organizations; one of them can act as agent for all with a sharing of expenses; or they may be

able to obtain volunteer services from a local bank.

The central accounting point will tabulate contributions according to the designations on pledge forms and in accordance with the agreed-upon ratio for division of undesignated funds, furnishing each campaign organization with appropriate detail regarding designations to member agencies. The final audited totals of designated and undesignated contributions to each campaign organization will constitute the ratio for distribution of receipts by the central accounting point. The campaign organizations will be responsible for distribution internally to member agencies in accordance with organization agreements.

The cost of central receipt and accounting (and other identifiable expenses such as for the printing of campaign and publicity materials) will be shared by the campaign organizations under any arrangement that is mutually acceptable to them. To avoid subsequent misunderstandings, they should reach a firm agreement in advance of the campaign specifying the nature of the expenses to be shared, the method of distribution and the time of billing. Generally, expenses should be shared among the organizations in the same ratio as their total receipts from the campaign based on final audited totals of designated and undesignated contributions. Central accounting and expense-sharing agreements are the responsibility of the campaign organizations, and the Government will not enter into their administration.

The use of voluntary payroll withholding is authorized for military and civilian personnel at CFC locations in addition to the usual methods of cash contribution and direct payment of pledges; however, it is discretionary in the local area whether to provide for direct payment of pledges. Keyman collection of installment pledges is not authorized in view of the availability of the payroll payment system. Cash contributions must be permitted.

4.12 CAMPAIGN AND PUBLICITY MATERIALS. Campaign and publicity materials will be developed in the local area and will be printed and supplied by the campaign organizations. Although the type of materials needed

³ See Manual, section 6.5.

⁴ See Manual, section 6.6.

are fairly standard in fund-raising campaigns, the variation from one location to another in size and composition of the campaign organizations and in the detailed policy and operating arrangements makes it impractical to produce materials nationally.

A single Contributor's Information Leaflet, a Pledge Form and a Payroll Withholding Authorization are to be distributed by keymen to each potential contributor. The Pledge Form and Payroll Withholding Authorization may be one form.

The objective should be to provide a simple

and attractive package which has fund-raising appeal and essential working information. Treatment should focus on the *combined* campaign and homogeneous appeal without undue use of organization symbols or other distractions that compete for the contributor's attention. Extraneous instructions regarding the routing of forms, tallying contributions, etc. which are primarily for keymen should be avoided. The leaflet, the pledge and the payroll authorization may be combined into a single piece or two pieces, perforated or hinged for separation, if this is deemed desirable.

Generally, the layout and text of campaign and publicity materials are for local determination. Certain items are prescribed, as follows:

1. *Contributor's leaflet.* This will be the only informational hand-out to individual contributors. It will describe the new CFC arrangement and payroll deduction privilege, the participating campaign organizations, the provisions for designations and division of undesignated funds, etc. It will list each member agency of the campaign organizations with a brief statement of its program. While length may vary, a factual statement of about 25 words should be adequate for each agency.

Some sample text items regarding CFC are included in Attachment A for illustration.

2. *Pledge form.* This working form will go when completed to the central receipt and accounting point for the local campaign. Its format will include the appropriate number of lines for designation purposes.
3. *Payroll withholding authorization.* This working form will go when completed to the contributor's payroll office. There are some 1,400 separate payroll offices serving Federal personnel. Many of the departments and agencies payroll on a national or area basis and will be receiving withholding authorizations from a number of local combined campaigns. Accordingly, the authorization must be in standard format and bear adequate identification of the local campaign.

The name and mailing address of the local CFC central receipt and accounting point will be printed in the upper right corner of the form. The name should be the same as that for the campaign, including the year, as for example, 1970 SAN ANTONIO AREA COMBINED FEDERAL CAMPAIGN. The year is needed in order for the receipt point to distinguish between the last payroll remittances for one year and the first remittances for the next. The address may include "care of" identification if this is essential for mail de-

livery. The box headed "IDENTIFICATION NO." will be used for contributor's social security number, except in the case of agencies which have a separate payroll identification numbering system and in the military services. There is no requirement to use this space. It should be used only when it aids in accounting or campaign management.

The standard format and text for payroll withholding authorizations is shown in Attachment B. If there are large Federal installations payrolling locally with ADP equipment they may prepare prepunched cards with the standard text. Both the sheet form and punched card form are illustrated in the attachment.

Other campaign materials which may be needed, depending upon the size of the operation and local custom include:

1. *Chairmen's Guide.*—For use of campaign chairman in individual Federal installations.
2. *Keyman's Guide.*—Instructions for keymen about CFC arrangements, solicitation methods and forwarding procedures.
3. *Keyman's Report Envelope.*—With tally sheets (which may be printed on the envelope) on which the keyman will list the names of contributors or the number of confidential envelopes enclosed.
4. *Miscellaneous Campaign Items.*—Contributor's Receipt, "We Gave" Window Sticker, Posters, Progress Charts, Awards, etc.
5. *Publicity Items.*—News stories and fillers for the local press and house organs, all-employee letters, speeches for campaign leaders, division chairmen, etc.

4.13 PAYROLL WITHHOLDING. The following policies and procedures are authorized for payroll withholding operations in accordance with Civil Service Regulations, Part 550, Pay Administration. The service fee to be charged uniformly by all departments and agencies is 2 cents per deduction. Explanatory notes are shown in parentheses.

A. *Applicability.* Voluntary payroll allotments will be authorized by all departments and agencies for payment of charitable contributions to local Combined Federal Campaign organizations.

B. *AllotTERS.* The allotment privilege will be made available to Federal personnel as follows:

1. Employees whose net pay regularly is sufficient to cover the allotment.★An employee serving under an appointment limited to 1 year or less may make an allotment to a Combined Federal Campaign when an appropriate officer of the employing agency determines the employee will continue his employment for a period sufficient to justify an allotment.★ (Includes part-time and substitute employees who are regularly employed.)
2. Members of the Armed Forces, excluding those on only short-term assignment in the area. (The Department of Defense has modified its military pay allotment regulations to authorize allotments for CFC charitable contributions by service members.)

C. *Authorization.*

1. Allotments will be wholly voluntary and will be based upon contributors' individual written authorizations.

2. Authorization forms in standard format will be printed by the combined campaign organization at each location and will be distributed to employees along with other campaign materials at the time charitable contributions are solicited.

3. Completed authorization forms should be transmitted to the payroll offices as promptly as possible but not later than December 15.

D. *Duration.* Authorizations will be in the form of a term allotment for one full year—26, 24 or 12 pay periods depending upon allotter's pay schedule—starting with the first period beginning in January and ending with the last pay period which begins in December. (The standardization of beginning and ending dates, except for individual discontinuances, is intended to simplify payroll operations and minimize costs.)

E. *Amount.*

1. AllotTERS will make a single allotment of an equal amount to be deducted each pay period during the year.

2. The minimum amount will be 50 cents bi-weekly or semimonthly, \$1.00 monthly, with no restriction on size of increment above the minimum.

3. No change of amount will be authorized during the term of an allotment.

4. No deduction will be made for any period in which allotter's net pay after all legal and previously authorized deductions is insufficient to cover the allotment; no adjustment will be made in subsequent periods to make up for deductions missed.

(These conditions are for the purpose of simplicity and economy in payroll operations. The 50-cent minimum is essential in order to keep administrative expense in reasonable relation to the amount of contribution.)

F. *Remittance.*

1. One check will be sent by the payroll office each pay period, in the gross amount of deductions made on the basis of current authorizations, less service fees withheld, to the combined campaign organization at each location for which the payroll office has received allotment authorizations.

2. The check will be accompanied by a statement identifying the agency, the number of employee deductions included and the total amount of the service charge withheld. There will be no listing of allotTERS included or allotTER discontinuances.

G. *Discontinuance.*

1. Allotments will be discontinued automatically:

- (a) On expiration of the one-year withholding period,
- (b) On death, retirement, or separation of allotTER from the Federal service.

2. AllotTER may revoke his authorization at any time by request in writing to the payroll office. Discontinuance will be effective the first pay period beginning after receipt of written revocation in the payroll office.

3. A discontinued allotment will not be reinstated.

H. *Transfer*. When an allottee moves to an organizational unit served by a different payroll office, whether in the same or a different department or agency, his allotment authorization will be transferred to the new payroll office, unless expressly revoked by the individual. If there is a delay in receiving the transferred authorization in the new payroll office, allottee should be permitted to complete a new authorization for the remainder of the one-year withholding period, which will be considered as superseding and revoking his previous authorization.

I. *Accounting*. Establishment of individual allotment accounts, deductions each pay period, reconciliation of employee accounts, and deposit of service fees withheld will be in accordance with agency and General Accounting Office requirements.

(The simplified system provided in F. *Remittance* is intended to minimize paperwork and to eliminate the need for any accounting reconciliations between payroll office and campaign organizations. The payroll office accepts responsibility for the accuracy of remittances, as supported by current allotment authorizations and internal accounting and auditing requirements. The campaign organizations or their designated agents accept responsibility for the accuracy of distribution of remittances among the campaign groups, based upon employee pledges and arrangements for independent audit agreed upon by the participating campaign groups.)

4.14 ORIENTATION, TRAINING AND PUBLICITY ARRANGEMENTS. The Combined Federal Campaign involves so many new features that a formal plan should be developed by the local joint work group to cover the orientation of management and employee organization officials, training of keymen, and publicity to employees and servicemen.

It is expected that all Federal officials will assist campaign leaders by conducting an enthusiastic and purposeful solicitation in their

installations in order to develop maximum group interest and response. In orientation programs, however, care should be taken to make clear that Manual policies and procedures are to be maintained intact as they apply to prohibition against individual employee quotas, assessments, or any other form of coercive action, and to the employee's right of privacy as to the amount of his gift and his privilege to contribute through use of a confidential envelope. Contributions must be voluntary.

It is essential that keymen be trained effectively on CFC procedures and be equipped to answer any questions or problems the contributors may have in this respect as well as questions of a substantive nature regarding the programs of the voluntary agencies.

Employees and servicemen should be told the background and purpose of the combined campaign arrangements, including the use of installment payment through payroll withholding. Special stress should be placed on giving enough on a once-a-year basis to provide a fair amount of support for all authorized campaign organizations.

4.15 NATIONAL COORDINATION AND REPORTING. The Assistant to the Chairman, U.S. Civil Service Commission, is responsible at the national level for advice to local Federal coordinating groups regarding CFC arrangements. Direct communication by mail and telephone is recommended.

Manual Appendix B lists the locations of Field Coordinating Groups. If there are Fund-Raising Program Coordinating Committee at locations not listed they should promptly notify the Assistant to the Chairman so they can be added to the mailing list for receipt of any supplementary information or instructions issued.

All chairmen of Field Coordinating Groups are requested to furnish reports to the Assistant to the Chairman, as follows:

1. *Before July 1.*—a report that CFC is being undertaken locally next fall, or a statement of the reasons why it has been determined to be impractical. Furnish information and data as follows:

- (a) CFC campaign area.
- (b) Estimated number Federal personnel to be solicited, separate for civilian and military.
- (c) Receipts in past 3 years by each campaign organization from Federal personnel in CFC area.
- (d) Ratio for division of undesignated funds.
- (e) Goals—If alternative method used.

2. *Before January 1.*—a report of campaign results, as follows: (A reporting format will be furnished CFC locations requesting any additional data required.)

- (a) Basic data.—Number solicited, Number contributors, Total receipts, Per capita gift.
- (b) Payroll deductions.—Number authorizing, Total pledged.
- (c) Designations.—Summary totals, by campaign organization.
- (d) Final distribution ratio for division of designated and undesignated receipts.
- (e) Narrative summary evaluation of CFC arrangement based upon campaign experience.

* * * * *

SAMPLE TEXT ITEMS

WHAT IS THE COMBINED FEDERAL CAMPAIGN? It's a one-time solicitation for voluntary health and welfare agencies. The (name of local united fund) and the National Health and International Service Agencies (add American Red Cross where appropriate), which normally would solicit next spring are cooperating locally in a single campaign for Federal personnel. This will be the only fund-raising drive for voluntary agencies this year.

HOW DID IT COME ABOUT? Many employees have asked for a single charity drive. It can save a great amount of time and expense for the Government and the voluntary agencies. One drive makes it practical, too, to have a payroll payment plan. The Combined Federal Campaign has the full endorsement of the heads of executive departments and agencies and the presidents of major employee organizations.

WHY PAYROLL PAYMENT? Employees and servicemen want to contribute their fair share. Payroll payment helps you to do this because you spread your gift in small installments over a full 12 months. What you give does not depend upon how much cash you have on hand at the time you are solicited. Remember, your one-time pledge covers all charitable contributions on the job this year.

The payroll payment plan is available to all civilian employees and to members of the Armed Forces who are assigned in this area. Its use is optional and voluntary with the contributor, under the ground rules which the Government has set to keep down payroll withholding costs:

1. Minimum allotment per payday is 50¢ if you are paid every two weeks or twice a month, or \$1 if paid monthly. Above these minimums, allotment may be in any amount.

2. Withholding in the amount authorized will be for a full year beginning with the first pay period in January. You may discontinue the allotment at an earlier date upon written request to the payroll office, but you cannot change the amount or begin payroll payment again in 19—.

HOW ARE PLEDGES DIVIDED AMONG THE CAMPAIGN ORGANIZATIONS? A proportionate amount for each of the campaign organizations has been worked out on the basis of their past receipts from Federal personnel in this area, as shown below. If you want to designate a special amount for any of the agencies participating in these organizations, write the name and amount in the space provided on the pledge form and your designation will be honored.

	<i>Percent</i>
(Name of local united fund)	—
National health agencies.....	—
International service agencies.....	—
(Red Cross, if separate)	—
Total	100

(Or, if the alternative method is used, the following description of the distribution of funds is appropriate: Each group has a dollar goal based on its average receipts in past Federal campaigns in the area. Campaign contributions will be distributed among the voluntary groups on the basis of dollar goals agreed to by the groups. Any contributions which are designated to a participating voluntary agency will be honored and credited towards the campaign goal of the appropriate group. Undesignated funds remaining after the goal of each group has been met will be distributed in accordance with the following percentages agreed upon by the voluntary groups: UF—%; NHA—%; ISA—%.)

SUGGESTED SCALE OF GIVING.

Everyone wants to help his fellowman, but the question is frequently asked "What's my share?" Of course, there's no single answer. The Guide below suggests what a fair share of the campaign goal would be for those at various income levels. It is not to be regarded as a quota or an assessment on any individual. The decision to give and the amount is up to you.

Be as generous as you can.

Make checks payable to "Combined Federal Campaign."

Contributions are tax deductible.

Contributors who use direct payment have the option of making a confidential gift through the use of a sealed envelope which will be delivered without opening to Combined Federal Campaign Headquarters.

Fair share giving guide

Annual income	Suggested annual contribution	Suggested biweekly ¹ allotment
Up to		
\$4,000.....		
5,000.....		
6,000.....		
7,000.....		
8,000.....		
9,000.....		
10,000.....		
11,000.....		
12,000.....		
13,000.....		
14,000.....		
15,000.....		
16,000.....		
17,000.....		
18,000 and over.....		

¹ Twice this if payday is monthly.

PAYROLL WITHHOLDING AUTHORIZATION FOR VOLUNTARY CHARITABLE CONTRIBUTIONS

**19— NATIONAL CAPITAL AREA
COMBINED FEDERAL CAMPAIGN**
P.O. Box 1526
Washington, D.C. 20013

NAME (First Name)	(Initial)	(Last Name)	IDENTIFICATION NO.
AGENCY		BUREAU OR OFFICE	LOCATION

FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR ALLOTMENT

Minimum amount for use of payroll withholding is 50¢ each pay day if paid every two weeks or twice monthly; \$1.00 if paid monthly. The amount indicated by military personnel will be the monthly amount to be deducted as an allotment from pay.

\$	\$5.00	\$4.00	\$3.00	\$2.00	\$1.00	\$0.75	\$0.50
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I hereby authorize the above-named agency or any other agency of the U.S. Government by which I may be employed during 19__ to deduct the amount shown above from my pay each pay period during calendar year 19__, starting with the first period beginning in January 19__ and ending with the last period which begins in December, provided that the amounts so deducted shall be remitted to the Combined Federal Campaign shown above. I understand that this authorization may be revoked by me in writing at any time before it expires.

Date_____ Contributor's Signature_____

TO FEDERAL PAYROLL OFFICES—If the contributor moves to the jurisdiction of another payroll office before 19__, this authorization should be forwarded.	FOR AGENCY USE ONLY		
	1	2	3
	CSC Form 804 June 1966		

IDENTIFICATION NO.	NAME
1	2
3	
INSTALLATION OR AGENCY	

**19— SAN ANTONIO AREA
COMBINED FEDERAL CAMPAIGN**
(Address)

PAYROLL WITHHOLDING AUTHORIZATION FOR VOLUNTARY CHARITABLE CONTRIBUTIONS

Minimum amount for use of payroll withholding is 50¢ each pay day if paid every two weeks or twice monthly; \$1.00 if paid monthly. The amount indicated by military personnel will be the monthly amount to be deducted as an allotment from pay.

FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR ALLOTMENT

\$	\$5.00	\$4.00	\$3.00	\$2.00	\$1.00	\$0.75	\$0.50
----	--------	--------	--------	--------	--------	--------	--------

I hereby authorize the above-named agency or any other agency of the U.S. Government by which I may be employed during 19__ to deduct the amount shown above from my pay each pay period during calendar year 19__, starting with the first period beginning in January 19__ and ending with the last pay period which begins in December, provided that the amounts so deducted shall be remitted to the combined Federal campaign shown above. I understand that this authorization may be revoked by me in writing at any time before it expires.

DATE_____ CONTRIBUTOR'S SIGNATURE_____

TO FEDERAL PAYROLL OFFICES—If the contributor moves to the jurisdiction of another payroll office before 19__, this authorization should be forwarded.

FOR AGENCY USE ONLY		
4	5	6

CSC Form 804-A June 1966

ELIGIBILITY REQUIREMENTS FOR NATIONAL VOLUNTARY AGENCIES

5.1 PURPOSE. These eligibility requirements are established to insure that:

- a. Only responsible and worthy voluntary agencies are permitted to solicit on the job in Federal installations.
- b. The funds contributed by Federal personnel will be used effectively for the announced purposes of the soliciting agency, and
- c. All recognized national agencies have field organizations capable of participating equitably in the joint campaign arrangements required by the Federal program.

5.2 GENERAL REQUIREMENTS

.21 *Type of Agency.* Only nonprofit, tax-exempt agencies having specific functions in the fields of health, welfare or recreational services, or in the provision of international services consistent with the policies of the U.S. Government may be approved. Agencies which are supported primarily through united funds and community chests will not be recognized for participation in independent or joint campaigns except with respect to non-federated communities and the overseas area.

.22 *Integrity of Operations.* Only agencies having a high degree of integrity and responsibility in the conduct of their affairs will be approved. Funds contributed to such organizations by Federal personnel must be used effectively for the announced purposes of the agency.

.23 *Avoidance of Competition.* To avoid solicitation competition, approval will not be granted to more than one national health agency within a single field which deals with physical handicap or disease.

.24 *National Scope.* The agency must demonstrate that:

- a. It is organized on a national scale with a national association which is representa-

tive of its constituent parts and which, through its board of directors, exercises close supervision over the operations and fund-raising policy of its local chapters or affiliates.

- b. It has earned good will and acceptability throughout the United States, particularly in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.
- c. It has enough fund-raising representatives at decentralized locations to be able to enter into full participation with a group of agencies in the conduct of local campaigns throughout the United States.
- d. If a national health agency, it has a well-defined national program involving research, education, and community services with sufficiently developed local chapter or affiliate coverage to implement its national program in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.

.25 *Type of Campaign.* Approval will be granted only for fund-raising campaigns in support of current operations. Capital fund campaigns are not authorized. Agencies must observe the policy and procedural requirements for fund raising in the Federal service.

5.3 SPECIFIC REQUIREMENTS

.31 *Program.* An active and necessary program with particular regard to the welfare of the public and the persons served; evidence of consultation and cooperation with established agencies in the same or related fields; and efficient operations.

.32 *Volunteer Control.* Direction of the organization by an active, voluntary board of directors which serves without compensation,

holds regular meetings, and exercises effective administrative control.

★.33 *Finances*. Adoption of the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and maintenance of a financial system which includes accounting procedures acceptable to an independent certified public accountant and conduct of fiscal operations in accordance with a detailed annual budget, prepared and approved at the beginning of the year by the board of any significant variations from the approved budget.

.34 *Fund-Raising Practice*. Publicity and promotional activities based upon the actual program and operations of the agency; protection afforded against unauthorized use of agency contributors' lists; no payment of commissions for fund-raising; no mailing of unordered tickets or commercial merchandise with a request for money in return; and no general telephone solicitation of the public.

.35 *Nondiscrimination*. A policy and practice of racial nondiscrimination applicable to persons served by the agency, to agency staff employment and to membership on the agency's governing board, as prescribed in Chapter 7.

.36 *Annual Report*. Preparation of an annual report to the general public which includes a full description of the agency's activities and the names of chief administrative personnel.

.37 *Financial Reports*. Preparation of an annual financial report to the general public in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations (developed by the National Health Council and National Assembly for Social Policy and Development) and certification of such report by an independent certified public accountant.

.38 *Source of Funds and Costs Report*. Filing of special report with Chairman of the Civil Service Commission which discloses the agency's sources of funds, fund-raising expense, and use of net funds in its most recent fiscal year.

5.4 APPLICATION REQUIREMENTS

★.41 *Exemptions*. The American National Red Cross and local community chests or united funds which are members in good standing of, or are recognized by, the United Way of America are exempt from these application requirements except for the nondiscrimination requirements of paragraph 5.46h and the accounting and financial reporting requirements of sections 5.46f and 5.46j. In addition, the United Way of America as a national organization must conform in its financial reporting to the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations. The financial reporting requirements of paragraph 5.46f and 5.46j as they relate to local community chests or united funds shall be effective with the program year 1973 (fall 1972 campaign). For purposes of this section, the American National Red Cross and its chapters are recognized as operating an accounting and financial system in substantial compliance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and certification to this effect by local chapters is not required.

.42 *Annual Applications*. To be considered for solicitation privileges in domestic or overseas campaigns in the Federal service, each national voluntary agency must file application annually.

.43 *Time and Place of Filing*. Application is filed with the Office of the Chairman, U.S. Civil Service Commission, Washington, DC 20415, and must be postmarked on or before February 1. Applicants are urged to file as early as possible.

★.44 *Eligibility Decisions*. Decisions as to eligibility are made by the Chairman, with the assistance of an eligibility committee of government officials and employee organization leaders, and are based upon the information filed with the agency's application and derived from other responsible sources.

.45 *Notice of Decision*. Applicants are notified of the decisions on their applications approximately one month after filing.

.46 *Form and Content of Application*. Applications shall be filed in the following form,

with the information, documents and data specified:

- a. *Corporate Names and Fiscal Year.*
- b. *Origin, Purpose and Structure of Organization.* Furnish information to show agency meets the General Requirements stated in section 5.2. Applications limited to overseas campaign privileges only will be considered under modified requirements for paragraphs 5.24 c and d.
- c. *Chapters, Affiliates or Representatives.* Furnish a list of chapters, affiliates or representatives arranged in alphabetical order by state and, under the state, by cities with chapter, affiliate or representative by names and addresses. If application is for renewal of recognition currently in force a copy of the prior year's listing updated by pen and ink changes is acceptable.
- d. *Program (sec 5.31).* Outline the program. List the names of other national voluntary agencies which offer similar services covering the whole or a part of the same field of activity and state past and current relationships with such agencies.
- e. *Volunteer Control (sec 5.32).* Describe board of directors' administrative activity in past year and list board members' names, addresses and businesses or professions.
- ★f. *Finances (sec 5.33).* Furnish certification by an independent certified public accountant of compliance with an acceptable financial system and adoption of the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations.
- g. *Fund-Raising Practice (sec 5.34).* State compliance with all factors.
- h. *Nondiscrimination.* Furnish written assurance of racial nondiscrimination as prescribed by Chapter 7. If applicant has filed satisfactory nondiscrimination assurance and has maintained such nondiscriminatory policy or practice without substantial change, further assurance is not required in applications for renewal of recognition.
- i. *Annual Report (sec 5.36).* Furnish copy of latest annual report.
- ★j. *Financial Reports (sec 5.37).* Furnish copy of latest financial report prepared in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and certification by an independent certified public accountant that the report was prepared in conformity with the "Standards."
- k. *Source of Funds and Costs Report (sec 5.38).* Furnish a special report with the Chairman of the Civil Service Commission consistent with the reporting requirement of the Standards referred to in section 5.37 which discloses the agency's sources of funds, expenditures by program service and supporting services, separately identifying fund-raising and other expenditures. The report must cover the most recent fiscal year and represent a consolidated statement of national and affiliate income and expenditures. The amount of contributions received from united funds or community chests, from Federal service campaigns, and the total from other sources must be separately identified and shown as a percent of total contributions. Report should be furnished in accordance with the format shown in APPENDIX C.

5.5 PUBLIC ANNOUNCEMENT OF RECOGNIZED AGENCIES AND ASSIGNED PERIODS. The Chairman of the Civil Service Commission issues a bulletin in the spring of each year to announce the names of all voluntary agencies recognized for the ensuing fiscal year and to specify the periods assigned for their solicitations within the Federal service. The annual fund-raising bulletin is included in the APPENDIX.

CAMPAIGN PRACTICES AND PROCEDURES

★6.1 PURPOSE OF AUTHORIZED CAMPAIGNS★. The program for fund raising within the Federal service is in recognition of the importance of voluntary agencies in our free society—agencies which complement and strengthen our tax-supported services in a manner which is vital to the well-being of the American people. Their voluntary services to human needs—in local communities and on the national and international scene—depend upon contributions of funds from the public. And the primary source is employed persons—those with jobs and regular income who recognize a social and civic responsibility to share in helping their fellow man. Solicitation of employees on the job is authorized in the Federal service, as in most other large organizations, in order to assist voluntary agencies in obtaining the funds to continue their worthy programs. Thus, the purpose of our approved campaigns is to familiarize Federal personnel with the human needs that are being met by voluntary programs and to encourage them to contribute a fair amount of the financial support required.

★6.2 TRUE VOLUNTARY GIVING★. True voluntary giving is the free response of an individual to an appeal which gives him full knowledge of the human needs at stake and encourages him to contribute generously in relation to his financial ability and his responsibility as a good citizen.

Before the present program was inaugurated, the lack of official guidelines for the conduct of campaigns had resulted in employee complaints—warranted or unwarranted—about coercion by management personnel to force contributions on an involuntary basis. The President's concern that this not occur forms the basis for the express injunction of Executive Order 10927 that fund-raising arrangements "shall permit true voluntary giving and reserve to the individual the option of disclosing his gift or keeping it confidential." Any practice

that involves compulsion, coercion, or reprisal directed to the individual serviceman or civilian employee because of the size of his contribution or his failure to contribute has no place in the Federal program. Coercive practices debase the spirit and purpose and violate the letter of the Executive Order.

It is incumbent upon the heads of Federal offices and installations to see that management and supervisory personnel and other campaign workers are expressly informed of the President's policy. Negative practices are no substitute for the organized, intensive encouragement of voluntary contributions which is contemplated by the Federal program.

★6.3 CAMPAIGN OBJECTIVES★

- a. To inform Government people of the essential role that voluntary agencies play in the community and the nation and their need for public support.
- b. To provide an opportunity for every individual to donate to specific worthy agencies for purposes with which he is familiar and which he wants to support.
- c. To seek 100 percent voluntary participation while preserving the individual's right to give or not to give.
- d. To stimulate generous giving in relation to the ability of the giver while preserving his right to give in a confidential manner if he chooses to do so.

★6.4 ORGANIZATION FOR SOLICITATION★

41 Management and Employee Organization Support. The importance of meeting human needs through our voluntary agencies and of assisting Federal personnel to discharge their social and civic responsibility without fear of coercion calls for solid understanding, backing and cooperation from all levels of management and from employee organizations. The head of

each Federal installation is responsible for providing local leadership to each authorized campaign by:

- a. Cooperating with voluntary agency representatives and the heads of other Federal agencies in the communitywide effort.
- b. Advance planning and activation of an effective campaign organization in his own installation.
- c. Enlisting the participation and support of employee organization leaders where possible.
- d. Personal endorsement and follow up through messages to all employees and contacts with management and supervisory staff.

.42 Advance Planning and Organization. Advance planning and activation of the campaign organization requires:

- a. Selecting a campaign chairman or project officer, division chairmen and keymen who are able and enthusiastic.
- b. Briefing of management staff, campaign workers, and employee organization leaders on the policies of the Federal program and the educational material and administrative details involved in the campaign.
- c. Clear assignment of responsibilities for general publicity, kick-off rallies, indoctrination meetings, and person-to-person solicitation—and for effective supervision, follow up, and progress reporting at each echelon of the campaign organization.

These steps are primary and essential. A detailed guideline for effective campaigning is incorporated in the APPENDIX.

.43 Keyman Responsibilities. A keyman is selected for the personal solicitation of about 25 employees, more or less, depending upon the unit organization. He should be chosen for his leadership qualifications, compatibility with co-workers, and motivation toward successful performance. Since he is acting, in effect, as an agent of the recognized voluntary agencies in contacting potential contributors it is important that each keyman be given a thorough

briefing on the program and purpose of the participating voluntary agencies, preferably by representatives of the fund-raising agencies themselves. The keyman's responsibilities are to:

- a. Personally contact each prospective contributor in the assigned group and give him the educational literature and contributor's cards or envelopes appropriate to the campaign.
- b. Explain the services performed by the voluntary agencies and answer any questions about them and the Federal fund-raising program.
- c. Urge a generous gift, with the goal of 100 percent voluntary participation in mind; where appropriate call attention to local fair-share giving guides and arrangements for pledges to be paid on the installment plan.
- d. Collect employee contributions, forward them and make reports in accordance with local arrangements for the particular campaign.
- e. Where authorized in the particular department or agency, collect installment pledges when due.

★6.5 DOLLAR GOALS, FAIR SHARE GUIDES AND INSTALLMENT PLEDGES★

.51 Dollar Goals or Quotas. In united fund and community chest campaigns, in coordinated solicitations in nonfederated communities and mixed areas, and in Red Cross campaigns in the domestic area, the local Federal agency head may accept an equitable dollar goal or quota representing his installation's share of the overall dollar goal for the community. When so accepted, the dollar goal for the installation may be allocated in the form of sub-goals to principal divisions of the installation. The assignment of a dollar goal or quota to an individual potential contributor is absolutely prohibited. Dollar goals are not authorized in the National Health Agencies and International Service Agencies campaigns in the domestic area nor in any overseas campaigns.

.52 Fair-Share Giving Guides. In campaigns which have dollar goals, campaign materials may include what the voluntary agencies consider one's fair share of responsibility toward the success of the campaign. These suggestions are developed by the soliciting agencies for the giver's guidance and education, and are permissible in the Federal program. However, there shall be no requirement that individual employees meet such guides when making gifts, and care should be taken to see that the fair-share guide is not misrepresented as an individual "assessment" or "quota."

.53 Installment Pledges. In campaigns which have dollar goals, the voluntary agencies may provide for deferred payment of contributions through installment pledges.

.531 Employer Collection. Federal agencies may make provision for keyman collection of installment pledges. Whether this will be done is in the discretion of each Federal department and agency. Discretionary authority may be redelegated to the heads of local installations. An agency undertaking to collect employee pledges may specify (a) the number and timing of periodic installments allowed to an individual contributor, and (b) the keyman collection system to be used. Payment through payroll deductions is not authorized except in a Combined Federal Campaign.

.532 Keyman Collection Systems. The systems used for collection of installment pledges are usually called Keyman A or Keyman B. Keyman A provides for notification of the employees when installments are due and for keyman follow-up and collection of installments. Keyman B provides only for collection stations where installments may be turned in by contributors; it does not involve notification of installments due or keyman follow-up. Under both systems, the follow-up of any delinquent installment payments—and all servicing of confidential gift installment pledges—will be done directly by the voluntary agencies involved.

★6.6 CONFIDENTIAL CONTRIBUTIONS★

.61 Policy. The privilege of each Federal con-

tributor to disclose his gift or keep it confidential is mandatory in all campaigns. This right or privacy is safeguarded through the contributor's option to use a sealed envelope in making his donation whether by cash, check or pledge. He need not place his name on the envelope used and it will not be entered by any other person. No effort may be made by any Federal official or employee to determine the amount of a contribution submitted in a confidential manner.

.62 Keyman Procedures.

.621 Solicitation. Each potential giver must be given full opportunity to exercise his option to disclose the amount of his gift or keep it confidential. No action which might be coercive or contrary to the principles of true voluntary giving is permitted.

.622 Collection and Recording. When a contributor makes his gift by sealed envelope, with or without his name on it, the keyman will preserve the confidentiality of the gift. He will only verify that the contributor's envelope bears the appropriate department or agency identification, and will write it on if necessary, in order to insure its safe transmittal and accountability. Where an individual receipt is called for by campaign procedures, he will furnish the contributor a receipt leaving blank the amount of the gift. The keyman will forward the sealed contributor envelopes in his Keyman Envelope. When sealed envelopes do not bear the contributor's name, the keyman will not list the name on his contributor's list or tally sheet but merely show the number of such anonymous contributions.

.623 Installment Pledges. The keyman will not handle the follow-up and collection of installments on pledges which have been made in a confidential manner.

.63 Reports from Voluntary Agencies. The feedback reports from voluntary agencies will show the total amount of contributions, including the total in sealed envelopes, for each keyman's contributors list. Voluntary agency reports will not show the amounts of individual contributions.

★6.7 GENERAL PRIVACY OF CONTRIBUTIONS★. The amounts of individual dona-

tions will not be made public or revealed to other personnel except in connection with the routine collection and forwarding of contributions and installment pledges from contributors who have chosen not to avail themselves of the confidential envelope procedure. To avoid any possibility of coercive persuasion aimed at the upgrading of an individual's gift, Federal officials or employees will not prepare or utilize for solicitation purposes lists of individuals revealing their previous gifts. Voluntary agencies will not publicize lists of Federal contributors showing the amounts of their donations.

★6.8 RAFFLES, LOTTERIES AND OTHER SPECIAL PROCEDURES PROHIBITED.★

The program for fund raising on the job has only one authorized procedure: personal solicitation of each potential contributor by designated keymen. Raffles, lotteries, carnivals, benefits and other special fund-raising procedures are contrary to Federal policy and are prohibited.

★6.9 CAMPAIGN MATERIALS★

.91 Furnished by Voluntary Agencies. All educational material and operational forms and envelopes for Federal campaigns must be furnished by the participating voluntary agencies.

.92 Provisions for Confidential Giving.

- a. In community chest, united fund, Red Cross, and Combined Federal Campaigns, the campaign literature and in-

dividual contributor's card (pledge card if used) must notify the contributor of his right and option to enclose his gift and pledge card in a sealed envelope. He may use any envelope for this purpose. The voluntary agencies are not required to furnish envelopes for individual contributors. If the required notice is not contained in the material furnished by the campaign organization,* Federal agencies should provide this notice by preparing an insert to the materials or arranging for oral instructions by the keyman. The provision involved is an express requirement of E.O. 10927.

- b. In the National Health Agencies, International Service Agencies, and American Overseas Campaigns, the voluntary agencies will provide an envelope for each potential giver which shall bear on it a request to the contributor to enclose his gift and seal the envelope.

.93. Recording and Forwarding Contributions. The campaign literature should contain instructions to agency campaign chairmen and keymen on the procedures for recording and forwarding contributions. Contributors lists or tally sheets, keyman's envelopes, and campaign report envelopes should bear printed instructions for their use.

*This may occur through error or oversight, or in locations where so few Federal employees are involved that it is impractical for the campaign organization to provide a special notice.

NONDISCRIMINATION REQUIREMENTS

7.1 NONDISCRIMINATION STANDARD. Voluntary agencies recognized for fund-raising privileges within the Federal service must operate without racial discrimination and must carry out affirmative programs to assure equal employment opportunity. This policy applies to persons served by the agencies, to the staffs of the agencies and to membership on their governing boards. Operating without racial discrimination means that:

1. No person is excluded from service because of race.
2. There is no segregation of those served on the basis of race.
3. There is no discrimination on the basis of race in hiring, assignment, promotion or other conditions of staff employment. In addition, the agency has a plan for and is undertaking positive action to achieve equal employment opportunity for all persons in the filling of its staff positions. The plan must include elements such as: contacts with appropriate organizations in the community, including minority group organizations, regarding the agency's employment needs; recruitment advertisements in minority group news media where advertising in the general media is used to fill jobs; identifying the agency as an equal employment opportunity employer in recruitment advertisements; and the use for job referral purposes of only those employment agencies which do not discriminate on the basis of race in making referrals.
4. There is no discrimination on the basis of race in membership on the agency's governing body.

7.2 VOLUNTARY AGENCIES AFFECTED. Every national or local voluntary health, welfare or recreational agency which solicits contributions from Federal employees

or members of the Armed Forces at place of employment or duty station must first provide satisfactory assurance that it follows a policy and practice of racial nondiscrimination. This requirement is applicable to:

1. A local united fund, community chest or other federated fund-raising organization which is authorized solicitation privileges under the provisions of Manual section 3.55, and each participating member agency;
2. Each member agency of a coordinated solicitation which is authorized solicitation privileges under the provisions of Manual section 3.56;
3. The national office and each state or local chapter of a national voluntary agency which is authorized on-the-job solicitation privileges under the provisions of Manual section 3.57;
4. Each national or local voluntary agency which is authorized solicitation privileges in the overseas area under the provisions of Manual section 3.58; and
5. Each voluntary agency which is authorized off-the-job solicitation privileges under the provisions of Manual section 3.6.

7.3 ASSURANCE REQUIRED

31 Form of assurance. Assurance of racial nondiscrimination shall be in writing and shall consist of:

1. A statement of policy by the agency's governing board (national or local board, as appropriate) covering the elements of racial nondiscrimination listed in the standard, and
2. A certification that the agency's practices in fact conform with the standard.

Policy statements and certifications shall be sufficiently explicit to assure that the four elements of racial nondiscrimination listed in the

standard are met. While no standard form or format is required, a sample form is shown at the end of this Chapter.

.32 Filing procedure.

1. *National level.* A national voluntary agency which is required by the provisions of Manual section 5.4 to file application annually for independent solicitation privileges shall file with the Office of the Chairman, Civil Service Commission, by February 1, satisfactory assurance with respect to the policy and practice of its national organization.

A national voluntary agency whose national policy is binding upon all local chapters, committees or other units which act for the agency may also file at the national level assurance of nondiscrimination practice on the part of such local units.

2. *Local level.*
 - a. *United funds and chests.* A local united fund, community chest or other federated fund-raising organization shall advise its member agencies of the nondiscrimination requirements and request each agency to furnish assurance of racial nondiscrimination in the form prescribed in .31 above. It shall receive such assurances and forward them in a group, with the policy statement and certification of the federated fund-raising organization itself, to the appropriate Federal official in its local campaign area.
 - b. *National Agencies certified by the National Budget and Consultation Committee.* To facilitate the provisions of assurances and to avoid excessive duplication, the Chairman of the Commission has authorized the National Budget and Consultation Committee, 820 Second Avenue, New York, N.Y., to serve as the approving agency and official repository for nondiscrimination assurances by the national organizations of certain voluntary agencies whose budgets, programs and support plans are reviewed by

NBCC. Certification in the NBCC Reports that satisfactory assurance is on file with NBCC shall be considered satisfactory evidence by local funds and chests and Federal officials of compliance with the assurance requirement by the national organization of the agency certified.¹

NBCC certification applies only in circumstances where the national organization of the agency receives support directly as a participating member of the local united fund, chest or local coordinated solicitation. It does not apply if the participating member is a state or local unit of the national agency, since, in such case, assurance is required from the participating state or local unit.

- c. *American Red Cross.* The Red Cross has furnished the Chairman of the Civil Service Commission satisfactory assurance of nondiscrimination policy and practice with respect to its

¹ The following national voluntary agencies have filed satisfactory nondiscrimination assurances for their national organizations and have been certified to local united funds and chests in NBCC Reports:

American Council for Nationalities Service
 American Social Health Association
 Arthritis Foundation
 Big Brothers of America
 Camp Fire Girls
 Child Welfare League of America
 Council on Social Work Education
 Department of Public Health Nursing, National League for Nursing
 Family Service Association of America
 Florence Crittenton Association of America
 International Social Service, American Branch
 Jackson Laboratory
 National Assembly for Social Policy and Development
 National Association for Mental Health
 National Association for Retarded Children
 National Association of Hearing and Speech Agencies
 National Committee on Employment of Youth
 National Conference on Social Welfare
 National Council on Alcoholism
 National Council on the Aging
 National Council on Crime & Delinquency
 National Federation of Settlements and Neighborhood Centers
 National Legal Aid and Defender Association
 National Recreation and Park Association
 National Urban League
 Travelers Aid Association of America
 United Cerebral Palsy Associations of America
 United Community Funds and Councils of America
 United Seamen's Service
 United Service Organizations, Inc.

national organization and all local units. Accordingly, local Red Cross chapters and units are exempted from the requirement of filing assurances with local Federal officials.

- d. *National health agencies.* Each recognized national health agency, as listed in Appendix E, has furnished the Chairman of the Civil Service Commission satisfactory assurance of nondiscrimination policy and practice with respect to its national organization.

A state or local chapter or affiliate of a recognized national health agency which is otherwise eligible to participate in the Federal Service Campaign for the National Health Agencies shall provide nondiscrimination assurance to the appropriate FSCNHA State Coordinating Committee. The FSCNHA State Coordinating Committee shall forward in a group to the appropriate Federal official in each campaign location (county) the nondiscrimination assurances of the state or local chapters or affiliates which are otherwise eligible to participate in the FSCNHA campaign at that location.

- e. *International service agencies.* American-Korean Foundation, CARE, Project HOPE and Planned Parenthood-World Population have furnished the Chairman of the Civil Service Commission satisfactory assurance of nondiscrimination policy and practice with respect to their national organizations and all local chapters, committees and other units. Accordingly, local units of these national voluntary agencies are exempted from the requirement of filing assurances with local Federal officials.
- f. *Recipient of assurances filed locally.* Nondiscrimination assurances required to be filed at the local level

shall be filed with the chairman of the appropriate local Federal coordinating group, as listed in Appendix B, or in the absence of such organization in the local area, with the head of the local Federal installation having the largest number of civilian and military personnel.

.33 *When further assurance is required.* A national or local voluntary agency which has filed satisfactory nondiscrimination assurance and has maintained such nondiscriminatory policy or practice is not required to file further assurance to continue its eligibility for subsequent years unless such further assurance is expressly requested by the appropriate Federal official. This may be required at any time at the option of appropriate Federal officials or as required by the Office of the Chairman, Civil Service Commission.

7.4 ADMINISTRATION BY THE FEDERAL GOVERNMENT

.41 *Responsibility for administration.* The responsibility for administration of the nondiscrimination requirements at the national level is assigned to the Office of the Chairman, Civil Service Commission.

At the local level, each local Federal coordinating group is authorized and responsible for administration of the nondiscrimination requirements in its local area. In the absence of such an organization in the local area (county), the authority and responsibility is assigned to the head of the local Federal installation having the largest number of civilian and military personnel. At their discretion, a local Federal coordinating group may redelegate to an appropriate committee, or the head of a designated local Federal installation may redelegate to a subordinate official, such of the authority assigned in this section as is deemed appropriate.

The heads of Federal offices and installations shall permit the solicitation of employees or military personnel on the job, or "off-the-job" as defined in Manual section 3.6, only on behalf of such voluntary agencies as have been determined by the responsible Federal coordinating

group or official to be qualified under the nondiscrimination standard and related requirements. The nondiscrimination requirements do not apply, of course, to solicitations of Federal personnel at their homes or otherwise in their capacity as private citizens away from their place of employment or duty stations.

.42 Acceptance of nondiscrimination assurances. The appropriate Federal official in each local area, as designated above, will review nondiscrimination assurances filed with him to determine that they meet the requirements. He will request such additions or amendments as may be needed and recertifications as appear necessary. He will notify the heads of all local Federal offices and installations of his finding with respect to the receipt of satisfactory nondiscrimination assurances from all voluntary agencies which are otherwise eligible to solicit contributions from Federal personnel in the local area. Assurances will be retained as official records in the custody of his office. The responsible local Federal official may request interpretation or advice from the Office of the Chairman, Civil Service Commission, as needed.

.43 Disqualifications. If a required nondiscrimination assurance is not filed with the appropriate Federal official, or is filed but is determined by him to be unsatisfactory, the voluntary agency concerned shall not be permitted to solicit contributions from Federal personnel in the local area until satisfactory assurance is received.

In the event a voluntary agency files satisfactory assurance but information is received which raises a question whether the agency's practices in fact meet the standard, the appropriate Federal official shall make such investigation as may be necessary and, after providing the agency an opportunity to present evidence of satisfactory compliance, shall make a determination whether Federal fund-raising privileges in the local area will be granted or withheld from the agency. If a question regarding nondiscrimination practices is raised with respect to a voluntary agency which furnished its assurance to the Civil Service Commission

or the National Budget and Consultation Committee, the appropriate Federal official will forward the question and all available related information to the *Office of the Chairman, Civil Service Commission*, for investigation. Questions concerning a local voluntary agency received by the Civil Service Commission will be sent to local Federal officials for investigation and decision.

If a local united fund, community chest or other federated organization does not itself file the required nondiscrimination assurance, the federated organization shall not be permitted to solicit contributions from Federal personnel in the local area until satisfactory assurance is received. In such event the local area becomes a nonfederated community for purposes of Federal fund raising. Member agencies of the federated organization which individually have met the nondiscrimination requirement will not be allowed to solicit independently. However, they may organize a coordinated solicitation in accordance with the provisions of Manual section 3.56.

.44 Nonqualifying agency included in a federated organization not to benefit directly or indirectly from solicitation. If a local united fund, community chest or other federated organization furnishes satisfactory assurance for its own organization, the fact that one or more of its member agencies has not met the nondiscrimination requirements does not cancel the federated organization's Federal fund-raising privileges in the local area. It may conduct a solicitation in the Federal service on behalf of those member agencies which have met the requirements.

However, nonqualifying agencies shall not be listed in the solicitation literature distributed in Federal offices and installations and shall not participate in nor benefit, directly or indirectly, from contributions received in the Federal solicitation. If the federated organization conducts a solicitation in the general community which includes nonqualifying agencies, it will be necessary to treat receipts from the Federal solicitation as separate and distinct from the funds

received from other contributors, so as to insure that nonqualifying agencies do not benefit directly or indirectly from the Federal solicitation, as follows:

1. Funds from the Federal solicitation shall be identified separately from other funds in the organization's financial records and shall be allocated only to agencies which

participated in the Federal solicitation; and

2. Funds from non-Federal sources shall be allocated in a separate process and the proportionate shares assigned to nonqualifying agencies shall not be increased to offset losses due to their disqualification for the Federal solicitation.

SAMPLE CERTIFICATE

At a meeting of the governing board of _____ (name of agency) held on _____ (date) the board () adopted a policy () affirmed its policy of nondiscrimination as follows:

1. No person is excluded from service because of race.
2. There is no segregation of persons served on the basis of race.
3. There is no discrimination on the basis of race with regard to hiring, assignment, promotion or other conditions of staff employment. In addition, the agency has a plan for positive action to achieve equal employment opportunity for all persons in the filling of its staff positions including elements such as contacts with various organizations in the community, including minority group organizations, regarding the agency's employment needs, recruitment advertisements in minority group news media where advertising in the general media is used to fill jobs, identifying the agency as an equal employment opportunity employer in recruitment advertisements, and the use for job referral purposes of only those employment agencies which do not discriminate on the basis of race in making referrals.
4. There is no discrimination on the basis of race in membership on the agency's governing body.

I certify that the practices of this organization conform to the policy of nondiscrimination stated above.

(Date)

(President or other authorized official)

APPENDIX

- A. AGENCY FUND-RAISING PROGRAM COORDINATORS
- B. FIELD COORDINATING GROUPS
- C. SOURCE OF FUNDS AND COSTS REPORT
- D. CAMPAIGN GUIDELINES FOR VOLUNTARY GIVING
- E. ANNUAL FUND-RAISING BULLETIN

AGENCY FUND-RAISING PROGRAM COORDINATORS

Agriculture	Federal Trade Commission
*Joseph M. Robertson	John A. Delaney
American Battle Monuments Commission	Foreign Claims Settlement Commission
Harvey E. Conway	Francis T. Masterson
Atomic Energy Commission	General Accounting Office
*John V. Vinciguerra	*Herschel J. Simmons
Board of Governors, Federal Reserve System	General Services Administration
John J. Hart	*James W. Hardgrove
Bureau of the Budget	Government Printing Office
*Mrs. Velma Baldwin	Virgil W. Potts
Central Intelligence Agency	Health, Education, and Welfare
Robert S. Wattles	*Vacancy
Civil Aeronautics Board	Housing and Urban Development
John W. Dregge	*Lewis E. Williams
Civil Service Commission	Interior
David F. Williams	*Newell B. Terry
Commerce	Interstate Commerce Commission
Larry A. Jobe	Bernard F. Schmid
Council of Economic Advisers	Justice
Charles B. Warden, Jr.	Kenneth J. Stallo
Department of Defense	Labor
Office of the Secretary	*Leo R. Werts
*Everett L. Butler	Library of Congress
Department of the Army	Elizabeth W. Ridley
*James T. Bedsole	National Aeronautics and Space Administration
*Lt. Col. Henry Morris	*Col. L. W. Vogel
Department of the Navy	National Capital Housing Authority
*Mr. Hudson F. Nagle	Donald P. Libera
*Lt. Cmdr. E. J. McGuire, USN	National Capital Planning Commission
Department of the Air Force	Wilmer C. Dutton, Jr.
*John A. Lang, Jr.	National Capital Transportation Agency
*Lt. Col. H. Allan Davis, Jr.	J. Neal Tomey
Emergency Preparedness Office of	National Labor Relations Board
William B. Rice	Daniel E. Matthews
Export-Import Bank	National Mediation Board
John R. Crown	Thomas A. Tracy
Farm Credit Administration	National Science Foundation
Jon F. Greeneisen	Vacancy
Federal Communications Commission	Panama Canal Company
Ben F. Waple	*Col. R. S. Hartline
Federal Deposit Insurance Corporation	Post Office
Floyd E. Tift	*Kenneth A. Housman
Federal Home Loan Bank Board	Railroad Retirement Board
Charles M. Dulin	Howard W. Habermeyer
Federal Mediation & Conciliation Service	Renegotiation Board
Jack R. George	Harold E. Stone
Federal Power Commission	Securities and Exchange Commission
W. N. Campbell	William E. Becker
	Selective Service System
	Dr. Curtis W. Tarr

*Also member of Fund-Raising Policy Committee.

Small Business Administration	Tax Court of the United States
Robert H. West	O. W. Schoenfelder
Smithsonian Institution	Tennessee Valley Authority
E. L. Roy	*John E. Massey
Soldiers' Home	Transportation
Brig. Gen. T. R. Stoughton	*Alan L. Dean
State	Treasury
William B. Macomber, Jr.	Ernest C. Betts, Jr.
Subversive Activities Control Board	U.S. Information Agency
Charles F. Dirlam	Lloyd Wright
Tariff Commission	Veterans Administration
Donn N. Bent	*Dr. Charles P. Henke

See footnote on preceding page.

EMPLOYEE ORGANIZATION MEMBERS OF FUND-RAISING POLICY COMMITTEE

American Federation of Government Employees	Mr. John F. Griner President
Government Employee's Council (AFL-CIO)	Mr. John A. McCart Operations Director
International Association of Machinists and Aerospace Workers	Mr. William H. Ryan National Coordinator, Government Employees Department
National Alliance of Postal Employees	Mr. Charles Braxton Administrative Assistant
National Association of Internal Revenue Employees	Mr. George A. Bursach Executive Secretary-Treasurer
National Association of Letter Carriers	Mr. James H. Rademacher President
National Federation of Federal Employees	Mr. Nathan T. Wolkomir President
National Postal Union	Mr. David Silvergleid President
United Federation of Postal Clerks	Mr. Francis S. Filbey President

FIELD COORDINATING GROUPS

The jurisdiction of local Federal coordinating groups ordinarily coincides with the campaign area of the local united fund or community chest. At some locations, coordination extends over a wider area. The designation (CFC) after place names indicates locations where a Combined Federal Campaign will be held in the fall of 1970.

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ALABAMA—Continued

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ARKANSAS

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 Bureau of Public Debt
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 Veterans Administration Hospital
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ILLINOIS—Continued

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INDIANA—Continued

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MICHIGAN—Continued

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Jersey City, N.J. 07303

Lakehurst (CFC)

Capt. J. S. Roth, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Lakehurst, N.J. 08733

Lyons (CFC)

Dr. S. T. Ginsberg, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Lyons, N.J. 07939

Monmouth County (CFC)

Maj. Gen. Walter Lotz, Jr., Chairman
Fund-Raising Program Coordinating Committee
U.S. Army Electronics Command
Fort Monmouth, N.J. 07703

Newark (CFC)

Mr. Roland H. Nash, Jr., President
Federal Executive Board of Metropolitan Northern
New Jersey
Internal Revenue Service
970 Broad Street
Newark, N.J. 07102

NEW JERSEY—Continued

Paterson

Mr. Joseph Del Guidice, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
112 Wabash Avenue
Paterson, N.J. 07503

Trenton

Capt. Robert V. Hayes, Chairman
Federal Executive Association of Central and
Southern New Jersey
Naval Air Propulsion Test Center
Trenton, N.J. 08628

NEW MEXICO

Alamogordo (CFC)

Lt. Col. R. C. Calkins, Chairman
Fund-Raising Program Coordinating Committee
6580th Air Base Group (DT)
Holloman Air Force Base, N. Mex. 88330

Albuquerque-Santa Fe (CFC)

Lt. Gen. H. C. Donnelly, Chairman
Albuquerque-Santa Fe Federal Executive Board
Atomic Energy Commission
P.O. Box 5400
Albuquerque, N. Mex. 87115

NEW YORK

Albany

Mr. Nicholas Stockman, President
Federal Executive Council
Social Security Administration
16 Park Street
Albany, N.Y. 12207

Batavia (CFC)

Mr. John T. Tierney, Chairman
Fund-Raising Program Coordinating Committee
Chief, Personnel Division
Veterans Administration Hospital
Batavia, N.Y. 14020

Buffalo

Mr. Curtis R. Joiner, Chairman
Public Affairs and Community Relations Committee,
NFFEB
Food and Drug Administration
599 Delaware Avenue
Buffalo, N.Y. 14202

Canandaigua (CFC)

Dr. J. S. Weltman, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Canandaigua, N.Y. 14424

NEW YORK—Continued

Nassau-Suffolk County Area

Chairman, Fund-Raising Program Coordinating
Committee
Commander, 52d Fighter Wing
Suffolk County Air Force Base, N.Y. 10901

New York City (CFC)

Mr. Albert G. Seidman, Chairman
New York Federal Executive Board
Federal Trade Commission
26 Federal Plaza
New York, N.Y. 10007

Plattsburgh (CFC)

Col. Charles D. Gunn, Chairman
Fund-Raising Program Coordinating Committee
Headquarters 380th Strategic Aerospace Wing (SAC)
Plattsburgh Air Force Base, N.Y. 12903

Rochester (CFC)

Mr. Joseph M. Hofman, President
Federal Executive Association
Internal Revenue Service
41 State Street
Rochester, N.Y. 14614

Rome (CFC)

Brig. Gen. Franklin A. Nichols, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, Ground Electronics Engineering
Installation Agency (AFIC)
Griffiss Air Force Base, N.Y. 13440

Romulus (CFC)

Lt. Col. William F. Spicher, Chairman
Fund-Raising Program Coordinating Committee
Seneca Army Depot
Romulus, N.Y. 14541

Syracuse

Mr. James M. Sullivan, President
Syracuse Federal Executive Association
U.S. Attorney for the Northern District of
New York
Box 1258, Federal Building
Syracuse, N.Y. 13201

NORTH CAROLINA

Asheville (CFC)

Mr. A. J. Garner, III, President
Asheville Federal Executive Association
Postmaster
Post and Otis Streets
Asheville, N.C. 28801

NORTH CAROLINA—Continued

Charlotte (CFC)

Mr. E. P. Hyman, President
Council of Federal Agencies
Internal Revenue Service
BSR Building, 316 East Morehead Street
Charlotte, N.C. 28202

Durham (CFC)

Mr. Nelson A. Jackson, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Fulton Street and Erwin Road
Durham, N.C. 27705

Goldsboro

Commander
4th Tactical Fighter Wing (TAC)
Seymour Johnson Air Force Base, N.C. 27530
Attn: Chairman, Fund-Raising Program Coordinating
Committee

Greensboro (CFC)

Mr. John O. Taylor, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Greensboro, N.C. 27420

Salisbury (CFC)

Dr. H. G. Hockett, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Salisbury, N.C. 28144

Wilmington

Commander H. N. Helgesen, Chairman
Fund-Raising Program Coordinating Committee
OCMI—U.S. Coast Guard
Room 101, Federal Building
Wilmington, N.C. 28401

NORTH DAKOTA

Fargo-Moorhead, Minn. (CFC)

Mr. Frederick G. Kniskern, President
Fargo-Moorhead Federal Executive Association
Internal Revenue Service
657 Second Avenue, North
Fargo, N. Dak. 58102

Grand Forks

Col. Kent McKusker, Chairman
Fund-Raising Program Coordinating Committee
Fourth Strategic Aerospace Division (BCR)
Grand Forks Air Force Base, N. Dak. 58201

Jamestown

Mr. Elliott Runquist, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Jamestown, N. Dak. 58401

NORTH DAKOTA—Continued

Minot (CFC)

Col. Enoch E. Broyles, Chairman
Fund-Raising Program Coordinating Committee
Headquarters 862 BP Combat Support Group
Minot Air Force Base, N. Dak. 58701

OHIO

Akron (CFC)

Mr. William Duke, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Akron, Ohio 44309

Canton (CFC)

Mr. Paul J. Marks, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Canton, Ohio 44701

Chillicothe

Mr. George J. Trakas, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Chillicothe, Ohio 45601

Cincinnati (CFC)

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Federal Executive Board of Greater Cincinnati
Internal Revenue Service
P.O. Box 2119
Cincinnati, Ohio 45201

Cleveland (CFC)

Mr. F. S. Turbett, Jr., Chairman
Fund-Raising Committee, Cleveland FEB
Internal Revenue Service
P.O. Box 5879
Cleveland, Ohio 44101

Columbus (CFC)

Rear Adm. G. C. Heffner, Chairman
Fund-Raising Program Coordinating Committee
Commander, Defense Construction Supply Center
Columbus, Ohio 43215

Dayton (CFC)

Mr. James Illencik, Chairman
Federal Executives Association
Social Security Administration
333 West First Street
Dayton, Ohio 45402

Lima (CFC)

Mr. Walter E. Yazel, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Lima, Ohio 45801

OHIO—Continued

Newark (CFC)

Mr. Edward M. LeGendre, Chairman
Fund-Raising Program Coordinating Committee
Aerospace Guidance-Metrology Center
Newark Air Force Station
Newark, Ohio 43055

Oberlin

Mr. George H. Campbell, Chairman
Fund-Raising Program Coordinating Committee
Federal Aviation Administration
326 East Lorain Street
Oberlin, Ohio 44074

Sandusky (CFC)

Mr. Roy Cooley, Chairman
Fund-Raising Program Coordinating Committee
NASA Lewis Research Center
Plum Brook Station
Sandusky, Ohio 44870

Toledo (CFC)

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Fund-Raising Program Coordinating Committee
U.S. Post Office
435 South St. Clair Street
Toledo, Ohio 43601

Youngstown (CFC)

Mr. Chester W. Bailey, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Youngstown, Ohio 44501

OKLAHOMA

Altus

Lt. Col. Ross D. White, Chairman
Fund-Raising Program Coordinating Committee
Headquarters 443d Air Base Group (G443CBPO-PA)
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Bartlesville (CFC)

Mr. John S. Ball, Chairman
Council of Federal Agencies
Petroleum Research Center
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Clinton

Col. Robert T. Calhoun, Chairman
Fund-Raising Program Coordinating Committee
Headquarters 70th Bombardment Wing (SAC)
Clinton-Sherman Air Force Base
Burns Flat, Okla. 73634

Enid

Capt. E. L. Ashley, Chairman
Fund-Raising Program Coordinating Committee
Headquarters 3575th Pilot Training Wing (ATC)
Vance Air Force Base, Okla. 73701

OKLAHOMA—Continued

Lawton

Chairman, Fund-Raising Program Coordinating Committee
Commanding General
Army Artillery and Missile Center
Attn: AKPSIGP-PS
Fort Sill, Okla. 73503

McAlester (CFC)

Mr. James V. Carney, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Ammunition Depot
McAlester, Okla. 74501

Muskogee

Mr. Bob Easton, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Muskogee, Okla. 74401

Oklahoma City (CFC)

Brig. Gen. Charles C. Pattillo, Chairman
Fund-Raising Program Coordinating Committee
Oklahoma City Air Materiel Area
Tinker Air Force Base
Oklahoma City, Okla. 73145

Tulsa

Mr. John W. Henderson, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Tulsa, Okla. 74101

OREGON

Albany (CFC)

Mr. Joseph M. Thom, Chairman
Fund-Raising Program Coordinating Committee
Bureau of Mines
P.O. Box 70
Albany, Oreg. 97321

Eugene (CFC)

Mr. Joe Dose, President
Federal Business Association
Bureau of Land Management
P.O. Box 392
Eugene, Oreg. 97401

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Mr. Wilbur Womer, President
Federal Executive Council of Klamath Falls
Social Security Administration
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Klamath Falls, Oreg. 97601

OREGON—Continued

Medford

Mr. R. W. Roseborough, President
 Southern Oregon Federal Business Association
 Federal Aviation Administration
 AFSS 38622
 Medford-Jackson County Airport
 Medford, Oreg. 97501

North Bend (CFC)

Mr. Harry Reynolds, President
 Federal Executive Association of Coos County
 Social Security Administration
 P.O. Box 270
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Portland (OFC)

Mr. John D. Findlay, Chairman
 Portland Federal Executive Board
 Department of the Interior
 730 NE. Pacific Street
 Portland, Oreg. 97208

Roseburg (CFC)

Dr. J. A. Doering, Chairman
 Fund-Raising Program Coordinating Committee
 Veterans Administration Hospital
 Roseburg, Oreg. 97470

Salem (CFC)

Mr. E. D. Spencer, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Post Office
 Salem, Oreg. 97301

PENNSYLVANIA

Altoona (CFC)

Mr. Alfred Pick, President
 Blair County Federal Executive Association
 Treasury Department, Savings Bonds Division
 1200 11th Avenue
 Altoona, Pa. 16601

Bucks County (CFC)

Commander W. C. Moses, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Naval Air Development Center, Johnsville
 Warminster, Pa. 18974

Chambersburg (CFC)

Mr. George E. Danzberger, Chairman
 Fund-Raising Program Coordinating Committee
 Letterkenny Army Depot
 Chambersburg, Pa. 17201

Coatesville (CFC)

Dr. Otto Schaefer, Chairman
 Fund-Raising Program Coordinating Committee
 Veterans Administration Hospital
 Coatesville, Pa. 19320

PENNSYLVANIA—Continued

Greater Harrisburg

Rear Adm. J. A. Scott, Chairman
 Fund-Raising Program Coordinating Committee
 Navy Ships Parts Control Center
 Mechanicsburg, Pa. 17055

Lebanon (CFC)

Mr. Charles P. Elberhart, Chairman
 Fund-Raising Program Coordinating Committee
 Veterans Administration Hospital
 Lebanon, Pa. 17042

Lewisburg (CFC)

Mr. J. J. Parker, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Penitentiary
 Lewisburg, Pa. 17837

Philadelphia

Rear Adm. Kenneth L. Veth, USN
 Director, Fund-Raising Committee
 Philadelphia Federal Executive Board
 U.S. Naval Base
 Philadelphia, Pa. 19112

Phoenixville (CFC)

Chairman, Fund-Raising Program Coordinating
 Committee
 Valley Forge General Hospital
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Mr. John T. Orrson, Chairman
 Fund-Raising Program Coordinating Committee
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 Tobyhanna, Pa. 18466

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Dr. Leon Ross, Chairman
 Fund-Raising Program Coordinating Committee
 Veterans Administration Hospital
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RHODE ISLAND

Providence (CFC)

Mr. Charles J. Fogarty, Chairman
 Federal Executive Council
 Small Business Administration
 57 Eddy Street
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SOUTH CAROLINA

Beaufort County (CFC)

Col. C. A. James, Jr., Chairman
Fund-Raising Program Coordinating Committee
Assistant Chief of Staff, G-1
Headquarters Marine Corps Recruit Depot
Parris Island, S.C. 29905

Charleston (CFC)

Chairman, Fund-Raising Program Coordinating Committee
Commandant, 6th Naval District
Attn: Deputy Chief of Staff for Naval Base
U.S. Naval Base
Charleston, S.C. 29405

Columbia (CFC)

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Postmaster
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Greenville

Mr. R. A. Jolley, Vice President
Greenville Federal Executive Association
Postmaster
Greenville, S.C. 29601

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Mr. Robert Davies, President
Aberdeen Federal Executive Association
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Aberdeen, S. Dak. 57401

Hot Springs-Rapid City (CFC)

Mr. James R. Huldahl, President
Federal Business Association
Social Security Administration
916 Main Street
Rapid City, S. Dak. 57701

Sioux Falls (CFC)

Mr. Kenneth Clark, President
Federal Executive Association
ESSA—Weather Bureau
Joe Foss Field
Sioux Falls, S. Dak. 57104

TENNESSEE

Chattanooga

Mr. Charles C. Miller, Chairman
Fund-Raising Program Coordinating Committee
Tennessee Valley Authority
Chattanooga, Tenn. 37401

TENNESSEE—Continued

Jackson

Mr. Lawrence Lam, Chairman
Fund-Raising Program Coordinating Committee
Tennessee Valley Authority
Jackson, Tenn. 38301

Johnson City (CFC)

Mr. G. R. Hiskey, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Center, Mountain Home
Johnson City, Tenn. 37902

Memphis (CFC)

Rear Adm. V. G. Lambert, Chairman
Fund-Raising Program Coordinating Committee
Chief of Naval Air Technical Training
U. S. Naval Air Station (75)
Memphis, Tenn. 37115

Nashville (CFC)

Mr. Joseph P. Walsh, President
Middle Tennessee Federal Executive Association
Social Security Administration
1600 Hays Street
Nashville, Tenn. 37202

Oak Ridge (CFC)

Mr. S. R. Sapirie, Chairman
Fund-Raising Program Coordinating Committee
U.S. Atomic Energy Commission
Oak Ridge, Tenn. 37830

TEXAS

Abilene (CFC)

Mr. Clyde E. Grant, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Abilene, Tex. 79604

Austin

Mr. Ervin B. Osborn, President
Austin Federal Executive Association
Internal Revenue Service
3651 South Interregional Highway
Austin, Tex. 78741

Beeville (CFC)

Capt. H. B. Stewart, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Chase Field
Beeville, Tex. 78102

Big Spring

Chairman, Fund-Raising Program Coordinating Committee
Headquarters 3560th Pilot Training Wing (ATC)
Webb Air Force Base, Tex. 79720

TEXAS—Continued

Brownsville

Dr. Harold A. Wood, President
Lower Rio Grande Valley Federal Executive Association
U.S. Public Health Service
P.O. Box 992
Brownsville, Tex. 78520

Corpus Christi (CFC)

Capt. Robert F. Regan, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Corpus Christi, Tex. 78419

Dallas-Forth Worth

Mr. Henry L. Newman, Chairman
Dallas-Forth Worth Federal Executive Board
Federal Aviation Administration
P.O. Box 1689
Fort Worth, Tex. 76101

Del Rio (CFC)

Maj. R. R. Evans, Chairman
Val Verde County Fund-Raising Program Coordinating Committee
9046 McConnell
Laughlin Air Force Base, Tex. 78840

El Paso (CFC)

Mr. Herman Moore, President
El Paso Federal Business Association
Immigration and Naturalization Service
8901 Montana
El Paso, Tex. 79925

Galveston

Mr. N. A. Nilson, Chairman
Fund-Raising Program Coordinating Committee
Galveston District Corps of Engineers
P.O. Box 1229
Galveston, Tex. 77550

Houston

Mr. Percy J. Mims, President
Houston Federal Business Association
Veterans Administration Regional Office
515 Rusk Street
Houston, Tex. 77061

Kerrville (CFC)

Mr. W. R. Byrd, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Kerrville, Tex. 78028

Laredo (CFC)

Mr. Kenneth W. Martin, President
Laredo Federal Executive Association
Social Security Administration
Laredo National Bank
Laredo, Tex. 78040

TEXAS—Continued

Lubbock

Chairman, Fund-Raising Program Coordinating Committee
3500th Pilot Training Wing
Reese Air Force Base, Tex. 79401

Paris

Mr. Mark L. Hodges
Postmaster
Paris, Tex. 75460

San Antonio (CFC)

Major General John S. Samuel, Chairman
Fund-Raising Program Coordinating Committee
Lackland Military Training Center
Lackland Air Force Base, Tex. 78236

Texarkana (CFC)

Mr. Bobby J. Brewer, Chairman
Fund-Raising Program Coordinating Committee
Red River Army Depot
Texarkana, Tex. 75502

Temple (CFC)

Dr. Charles S. Livingston, Chairman
Fund-Raising Program Coordinating Committee
Director, Veterans Administration Center
Temple, Tex. 76501

Waco

Dr. W. B. Hawkins, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Memorial Drive
Waco, Tex. 76703

Wichita Falls

Col. Harold F. Layhee, Chairman
Fund-Raising Program Coordinating Committee
Sheppard Technical Training Center
Sheppard Air Force Base, Tex. 76311

UTAH

Ogden (CFC)

Mr. Floyd Iverson, Chairman
Fund-Raising Program Coordinating Committee
U.S. Forest Service
324 25th Street
Ogden, Utah 84401

Provo (CFC)

Mr. Robert Q. Strong, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Provo, Utah 84601

UTAH—Continued

Salt Lake City (CFC)

Mr. Paul A. Simons, President
Federal Executives Association for Utah
c/o Logistics Research and Systems Div. (OOVR)
Hill Air Force Base, Utah 84401

VERMONT

Burlington (CFC)

Mr. Fulton D. Fields, Chairman
1971 Combined Federal Campaign
Internal Revenue Service
Federal Building
Burlington, Vt. 05401

VIRGINIA

Dahlgren (CFC)

Mr. R. V. Lowery, Chairman
Combined Federal Campaign
U.S. Naval Weapons Laboratory
Employee Relations Division, Code CRP
Dahlgren, Va. 22448

Newport News-Hampton (CFC)

Mr. James J. Butt, Chairman
Fund-Raising Program Coordinating Committee
Naval Weapons Station
Yorktown, Va. 23941

Norfolk (CFC)

Rear Adm. W. N. Leonard, Chairman
Fund-Raising Program Coordinating Committee
Commandant, 5th Naval District
Norfolk, Va. 23511

Richmond (CFC)

Mr. R. E. Schoenenberger, President
Federal Executive Association
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Richmond, Va. 23240

Roanoke (CFC)

Mr. David E. Pickard, President
Federal Executives Association
Department of Labor
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Roanoke, Va. 24011

WASHINGTON

Bremerton (OFC)

Mr. Robert H. Britten, Chairman
Fund-Raising Program Coordinating Committee
Puget Sound Naval Shipyard
Bremerton, Wash. 98314

WASHINGTON—Continued

Richland

Mr. Bob Richardson, Chairman
Fund-Raising Program Coordinating Committee
Atomic Energy Commission
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Seattle (CFC)

Mr. Robert O. Blanchard, Chairman
Seattle Federal Executive Board
Federal Aviation Administration
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Seattle, Wash. 98108

Spokane (CFC)

Mr. Clyde Brookman, President
Spokane Federal Executives Association
Federal Aviation Administration
Room 202, Terminal Building
Spokane International Airport
Spokane, Wash. 99219

Tacoma

Col. Lester B. Johnson, President
Tacoma Federal Executive Association
Director of Personnel and Community Activity
Headquarters, U.S. ATC1
Fort Lewis, Wash. 98433

Walla Walla (CFC)

Mr. Raymond C. Stickler, Chairman
Fund-Raising Program Coordinating Committee
National Park Service
Whitman Mission, Route 2
Walla Walla, Wash. 99362

Yakima

Mr. A. E. McKee, President
Federal Executive Association of Yakima County
Processed Products Inspection Branch, Consumer and
Marketing Service
212 Liberty Boulevard
Yakima, Wash. 98901

WEST VIRGINIA

Charleston

Mr. Kermit Kiser, Chairman
Federal Executive Association
Acting Superintendent of Mails
U.S. Post Office
Charleston, W. Va. 25301

Clarksburg (CFC)

Mr. Paul O. Battisti, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Clarksburg, W. Va. 26301

WEST VIRGINIA—Continued

Huntington (CFC)

Mr. Merrill W. Fox, Chairman
Fund-Raising Program Coordinating Committee
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502 Eighth Street
Huntington, W. Va. 25701

Martinsburg (CFC)

Mr. H. Jaffrey, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Center
Martinsburg, W. Va. 25401

Morgantown (CFC)

Mr. Herman V. Walker, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Morgantown, W. Va. 26505

Parkersburg (CFC)

Mr. Frank Armfield, Chairman
Fund-Raising Program Coordinating Committee
Bureau of Public Debt
214 Seventh Street
Parkersburg, W. Va. 26101

WISCONSIN

Eau Claire

Mr. Norman Losby
Postmaster
Eau Claire, Wis. 54701

Madison

Mr. John Whitmore, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Madison, Wis. 53703

Milwaukee

Mr. Joseph J. Mulone, President
Federal Officials Association
Veterans Administration Regional Office
342 North Water Street
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Tomah

Mr. Eldon Flanagan
Personnel Officer
Tomah Veterans Administration Hospital
Tomah, Wis. 54660

WYOMING

Casper

Mr. Harold Cooper, President
Casper Federal Executive Council
Soil Conservation Service
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Casper, Wyo. 82601

Cheyenne (CFC)

Mr. Earl F. Crittenden, President
Cheyenne Federal Executive Council
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Cheyenne, Wyo. 82001

COMMONWEALTH OF PUERTO RICO

San Juan

Mr. Mack Wood, President
Federal Business Association
Federal Aviation Administration
P.O. Box 29A, Loiza Station
San Juan, P.R. 00004

NATIONAL CAPITAL AREA

Washington, D.C. (CFC)

Mr. Nicholas J. Oganovic, Chairman
Fund-Raising Program Coordinating Committee
U.S. Civil Service Commission
Washington, D.C. 20415

PANAMA

Panama Canal Zone (CFC)

Col. R. S. Hartline, Chairman
Fund-Raising Program Coordinating Committee
Canal Zone Government
Balboa Heights, C.Z.

OVERSEAS AREAS

Department of Defense (CFC)

Mr. Charles W. Brewer, Chairman
National Policy Coordinating Committee
DoD Overseas Combined Federal Campaign
Office of the Assistant Secretary of Defense
(Administration)
Washington, D.C. 20301

(Agency)

SOURCE OF FUNDS AND COSTS REPORT

(For the year ending -----)
(date)

Support from the Public:		
Received Directly:		
Contributions.....	\$.....	-----
Special Events (less related expenses of \$.....)	-----	-----
Subtotal.....	-----	-----
Received Indirectly:		
United Funds and/or Community Chests.....	-----	-----
Federal Service Campaigns.....	-----	-----
Other Contributions.....	-----	-----
Subtotal.....	-----	-----
Total Support from the Public.....	-----	-----
Miscellaneous Revenue:		
Government Grants (including grants-in-kind).....	-----	-----
Service Fees, Literature Sales, etc.....	-----	-----
Gain from the Sale of Products.....	-----	-----
Memberships.....	-----	-----
Investment Income.....	-----	-----
Other income.....	-----	-----
Total Miscellaneous Revenue.....	-----	-----
TOTAL SUPPORT AND REVENUE.....	-----	100
Expenditures:		
Program Services:		
(Category).....	-----	-----
Subtotal.....	-----	-----
Supporting Services:		
Management and general.....	-----	-----
Fund Raising.....	-----	-----
Subtotal.....	-----	-----
TOTAL EXPENDITURES.....	-----	100
EXCESS OF REVENUE OVER EXPENDITURES—\$..	-----	

CAMPAIGN GUIDELINES FOR VOLUNTARY GIVING

The policies for fund-raising in the Federal service recognize the importance of voluntary agencies in our American way of life and the opportunity that is given employees to know about them and to give generously toward their support. At the same time, and as has been set forth in Executive Order 10927, these policies stress the importance of true voluntary giving and establish certain individual safeguards such as the option of disclosing one's gift or keeping it confidential by the use of a sealed envelope and the prohibition against assigning a special dollar goal or quota to an individual.

Any successful fund drive requires an enthusiastic campaign. But administrative and campaign officials, supervisors and keymen must be familiar with all of the provisions of the Federal program in order to know where to draw the line between proper and improper methods.

It is approved practice for management officials to call employees together, explain the need for and use of the funds being solicited and urge employees to give generously—as much as they can afford. Where there are dollar goals for the campaign, the distribution of a "fair-share" guide based on employee pay levels is also approved practice, and the guide generally is welcomed by employees as an indication of what amount might be a fair contribution. Difficulty arises if the suggested contributions outlined on fair-share guides are confused or interpreted as "quotas." Even though two are in the same salary bracket, it does not necessarily follow that they are either able or inclined to make the same contribution. Some give considerably more—others less.

There is no place in the Federal fund-raising program for force or coercion. Campaigns should and must be conducted through an intensive program of employee information about the needs for and use of the funds to be solicited and by a strong appeal for contributions based on the contributor's knowledge of the needs and his ability and willingness to give voluntarily. In the final analysis, each employee must be the sole judge of what he can and will contribute and whether or not he wishes to keep the amount of his contribution confidential.

PLEASE STUDY AND APPLY THE FOLLOWING SUGGESTIONS:

I. Agency or Installation Heads, Campaign Vice Chairmen, and Division Campaign chairmen

A. Familiarize yourself personally with:

1. the fundamentals of the Federal fund-raising program and its policies, and

2. the approved campaigns and the work of the participating private agencies.

- B. Upon receipt of the President's Message on each campaign, plus that from the head of your department or agency, see that they are in the hands of every employee well in advance of the solicitation for funds.
- C. Activate your agency's regular fund-raising organization right down to the last keyman. Carefully select project personnel and keymen who are interested, able and enthusiastic.
- D. Arrange training sessions for all campaign leaders before the beginning of the campaign so that they know the program needs of the agencies—the basic philosophy behind the Federal plan—the campaign mechanics.
- E. Put out a personal memorandum to all employees urging them to familiarize themselves with the private agencies and their programs and to contribute as generously as possible.
- F. Make use of all public information channels and materials available to you so that each individual giver will understand the work of each agency involved and for what purpose he is contributing. This should include informational bulletins, bulletin board posters, house organs, showing of agency campaign films to all employees. Use the Press Kit material before and during drive. Work up special material based on eye-witness accounts of work of these agencies. Publish weekly progress reports.
- G. Have a kick-off rally for campaign workers at the department, bureau or installation level at least one week before the opening of the campaign. Use key speakers and audio-visual materials.
- H. Set a schedule of employee information meetings or rallies so that every employee is thoroughly briefed on the objectives, benefits, and needs of the private agencies in the campaign. Promote well-planned enthusiastic meetings within entire office divisions and units, using division heads, top supervisors and employee organization leaders.
- I. In campaigns which have dollar goals, let everyone know what installation and division goals have been set and furnish them a "fair share" giver's guide for their information when appropriate.
- J. Issue fact sheets to all keymen regarding work of the agencies participating in the particular campaign so that they may explain the program and services of the benefiting agencies.

- K. Make it clear that the campaign is important official government business and not an informal duty to be shrugged off. Remember that this is a social and civic responsibility—human needs are at stake and can be met only if most people give generously.
- L. Encourage keymen to approach each employee individually and to make follow-up contact until the employee contributes or indicates that he does not wish to participate.
- M. Discourage contacts with individual givers by other than designated keymen. Management officials or supervisors should always talk to givers in groups and never put an individual "on the spot".
- N. Instruct campaign workers to avoid coercive pressure. If the keyman is interested and well-indoctrinated he can transmit this interest and enthusiasm to those he solicits. The same is true of campaign officials who brief the keyman.
- O. Start the campaign on time. Push it to an early conclusion. This will save staff time and lead to a better campaign.
- P. Ask for weekly or biweekly progress reports and have coordinators to assure that the campaign remains active throughout the full period, if necessary to complete solicitation.
- Q. Prepare a thermometer or other type chart for public display showing the progress of the campaign on a daily or weekly basis for each of the major campaign units.
- R. Report final results to employees and make sure senior officials write "thank-you" letters to all those helping them in the campaign. Outstanding performance merits official commendation in fund raising as it would in other official activities.
- S. Survey a sampling of employees for their evaluation of the conduct of the campaign.

As needed, act on the suggestions in planning the next campaign.

II. Keymen

- A. Plan solicitation carefully. Begin it at the *strategic time for your unit*—after an inspirational meeting—on a pay day. (Concentrating on pay days when collecting is sound if cash gifts are appropriate.) Allow plenty of time for call-backs to follow up on those who are missed on the first go-around.
- B. Contact everyone individually. Issue all appropriate educational and contributors' materials. Try to avoid more than one complete solicitation. The irritation caused by asking the same person a second or third time for his contribution can imply coercive pressure, can do harm to subsequent campaigns and should be avoided.
- C. Stress 100 percent participation. Nobody has to give but almost everyone will want to give. Make the campaign a family affair with joint responsibility extending to the smallest giver.
- D. Appeal to the employee's best instincts for giving and urge a generous gift. When appropriate, encourage installment giving as this will help the contributor to give as generously as he wishes toward the needs of many agencies. When urging a generous gift, tell each employee:
 1. His gift will support many avenues of voluntary agency effort in the community and the Nation.
 2. His contribution should bear direct relationship to the luxury items he is so fortunate to have.
 3. Only one appeal will be made for these agencies this year.
 4. His gift counts.

★1971-1972 FUND-RAISING BULLETIN

To the Heads of Executive Departments and Agencies

The voluntary agencies recognized by the Chairman of the Civil Service Commission, in accordance with Executive Order 10927, for on-the-job solicitation privileges in the Federal service during fiscal year 1972 are listed in this bulletin. Their worthwhile efforts on behalf of all Americans merit a generous voluntary contribution from Federal personnel. The Eligibility Committee has determined that each one meets established requirements as to program objective, administrative integrity, and financial responsibility.

The assigned periods for the 1971-72 campaigns and the locations and conditions under which solicitation privileges may be exercised are as specified in section 3.5 of the Federal Fund-Raising Manual, except as modified by the instructions in Chapter 4, THE COMBINED FEDERAL CAMPAIGN, and Chapter 7, NON-DISCRIMINATION REQUIREMENTS.

RECOGNIZED CAMPAIGNS AND AGENCIES

1. LOCAL COMMUNITY CHESTS, UNITED FUNDS, AND OTHER FEDERATED GROUPS RECOGNIZED BY THE UNITED WAY OF AMERICA, INC.
2. THE AMERICAN NATIONAL RED CROSS
(Domestic and overseas areas)
3. FEDERAL SERVICE CAMPAIGN FOR THE NATIONAL HEALTH AGENCIES
(Domestic and overseas areas)

American Cancer Society, Inc.
 American Heart Association, Inc.
 Arthritis Foundation
 Muscular Dystrophy Associations of America, Inc.
 National Association for Mental Health, Inc.
 National Association for Retarded Children, Inc.
 National Cystic Fibrosis Research Foundation
 National Easter Seal Society for Crippled Children and Adults, Inc.
 National Foundation-March of Dimes
 National Kidney Foundation
 National Multiple Sclerosis Society
 National Society for the Prevention of Blindness
 United Cerebral Palsy Associations, Inc.

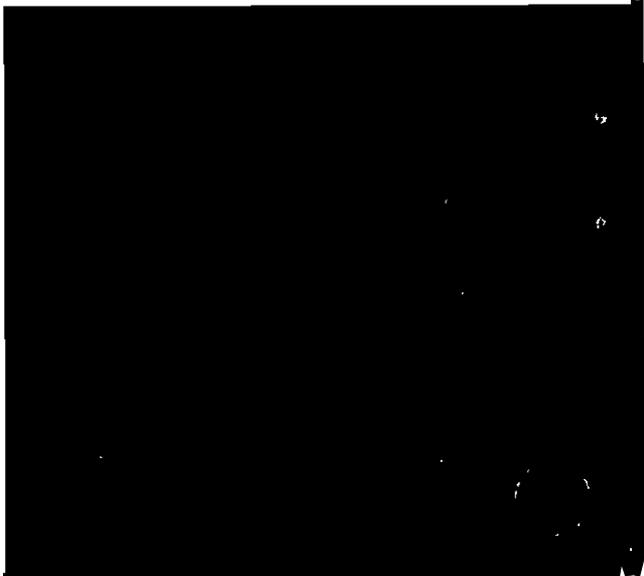
4. INTERNATIONAL SERVICE AGENCIES

(Domestic and overseas areas)
 American-Korean Foundation, Inc.
 CARE, Inc.
 Planned Parenthood-World Population
 Project HOPE (People-to-People Health Foundation, Inc.)

5. INTERNATIONAL SERVICE AGENCIES

(Overseas area only)
 American Social Health Association
 International Rescue Committee, Inc.
 International Social Service, Inc.
 National Recreation and Park Association
 United Seamen's Service, Inc.
 United Service Organizations, Inc. (USO)

NOTE



Office of the Chairman • U.S. Civil Service Commission

APPENDIX B

PLAN FOR DOD OVERSEAS COMBINED FEDERAL CAMPAIGN

**Approved by the Chairman,
United States Civil Service Commission
on May 27, 1966**

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PLAN FOR DOD OVERSEAS COMBINED FEDERAL CAMPAIGN

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PLAN FOR DOD OVERSEAS COMBINED FEDERAL CAMPAIGN

I. Purpose

A. This Plan for a Combined Federal Campaign by voluntary health and welfare agencies in Department of Defense activities overseas has been developed in order to:

1. Meet employee wishes for a single campaign,
2. Reduce costs to the Government, and
3. Increase contributions to voluntary health and welfare activities.

It has been approved by the Chairman of the Civil Service Commission under the authority of Executive Order 10927, dated March 18, 1961, which governs fund-raising within the Federal Service.

II. Background

A. Federal employees and members of the Armed Forces overseas contribute over one and a half million dollars a year for health and welfare purposes in response to fund-raising appeals on the job. Their contributions go to three broad categories of voluntary agencies:

1. The American National Red Cross

2. The National Health Agencies which currently include the American Cancer Society, American Heart Association, Arthritis Foundation, Muscular Dystrophy Associations of America, National Association for Mental Health, National Association for Retarded Children, National Cystic Fibrosis Research Foundation, National Foundation - March of Dimes, National Kidney Foundation, National Multiple Sclerosis Society, National Society for Crippled Children and Adults, National Society for Prevention of Blindness, and United Cerebral Palsy Associations, Inc.

3. The International Service Agencies which currently include CARE, Inc., as well as Project HOPE, the American-Korean Foundation, American Social Health Association, International Social Service, Inc., National Park & Recreation Association, United Seamen's Service, Inc., the United Service Organizations, Inc. (USO), Planned Parenthood - World Population, and the International Rescue Committee, Inc.

* The arrangements for these groups have involved three separate drives on the job each year since 1956; i. e., the International Service Agencies in the fall, the National Health Agencies in the winter, and the American National Red Cross in March. A detailed statement of the eligibility standards, program arrangements and campaign practices are contained in the Federal Fund-Raising Manual. *

B. In recent years many federal managers and employees have suggested that the separate drive be consolidated into a single annual solicitation to save time and expense on this work. At the same time, voluntary agency representatives urged that payroll deductions be authorized for the payment of federal employee contributions, since this facility tends to increase the level of giving and to reduce the cost of collecting pledges. After extensive consultations with the Fund-Raising Advisory Council, it was agreed to try out a combined campaign with payroll deductions in the fall of 1964 at a few representative locations within the United States in order to test the arrangements and to determine whether the expected benefits could in fact be realized.

C. The overall results of the experiments were highly successful. The combined campaigns were well received by management and employees. Solicitation was generally easier and quicker than in previous multiple campaigns, and the potential for reduced costs to the Government and the voluntary agencies was apparent. Employees' contributions increased substantially. Accordingly, the CFC was approved for use widely in the Federal Service, with implementation phased over a two-year period.

III. DoD Overseas CFC Organization

A. Federal Coordinating Committees

1. A National Policy Coordinating Committee will be established in Washington to make final decisions on all matters of policy and planning for both the Government and the national headquarters of the voluntary campaign organizations. This Committee will provide uniformity and relieve the overseas commanders by working out basic plans and operating arrangements such as setting ratios for division

of undesignated money, drafting campaign and publicity material, etc. The Committee will be organized and consist of the membership indicated in Attachment 1.

2. If in the course of CFC planning there are matters on which the voluntary campaign organizations do not reach mutual agreement after a reasonable period of negotiation, final decision will be made by the National Policy Coordinating Committee. In exercising this authority, the Committee will give consideration to the equities involved and the recommendations of each voluntary campaign organization on the matters at issue and render decisions which will promote the purposes of the DoD Overseas Combined Federal Campaign.

3. The campaign areas and organization for the DoD Overseas Combined Federal Campaign will be as follows:

a. Unified Commands - there will be four principal campaign areas; namely, Europe, Pacific, Southern and Atlantic. The Atlantic area will include those outposts in the North Atlantic which are not now included in its state-side campaign such as Thule AFB, Greenland. A Command CFC Coordinating Committee will be established by the Unified Commander-in-Chief for each of the above unified command areas. Each Command CFC Coordinating Committee will organize a Combined Federal Campaign in the overseas area for which it has responsibility. Each Unified Commander-in-Chief will request subordinate commanders and other local officials in his command to cooperate fully with the decisions of the Command CFC Coordinating Committee on all aspects of the CFC arrangements, in the interest of achieving a single, combined campaign.

b. Specified Commands and other elements of world-wide scope which are not directly under a Unified Command, such as units of the Strategic Air Command, Military Air Transport Service, Air Defense Command, etc., - the Overseas Combined Federal Campaign will be conducted at overseas activities of these organizations in accordance with campaign instructions and materials received through normal command channels from their headquarters activity in the United States as has been the practice in past campaigns. Each Specified Command or other world-wide element will designate a project officer to coordinate the campaign within his command or element and work with the voluntary campaign organization's representative.

c. All members of the Armed Forces and civilian employees assigned to organizations and units of the above DoD commands and activities which are located overseas (excluding Panama, Hawaii, Alaska, and Puerto Rico) will be included in the DoD Overseas Combined Federal Campaign. Personnel in Panama, Hawaii, Alaska and Puerto Rico are included in the domestic campaign.

4. The basic ground rule for the Combined Campaign set forth in Parts V and VI of this plan may not be changed or modified by local decision.

B. Participating Voluntary Agencies

1. The national representatives of the American National Red Cross, the recognized National Health Agencies and the International Service Agencies have participated fully in the development of the Overseas Combined Federal Campaign. They have agreed to participate in the DoD Overseas Combined Federal Campaign under the basic rules prescribed herein beginning in FY 1967. Their overseas representatives will participate as full partners in the formulation of detailed campaign arrangements in each Unified Command area. If there is disagreement on details which are not spelled out in this plan or subsequently issued operating procedures and instructions, such matters will be decided by the Command CFC Committee. Any information or advice needed on such matters may be obtained from the DoD Fund Raising Coordinator, Room 1A127, The Pentagon, Washington, D. C. 20301.

2. In the event that any individual agency or group of recognized national voluntary agencies should choose not to participate in the CFC under the final arrangements decided upon, it may withdraw from the campaign, but it will not have fund-raising privileges at places of employment or duty in DoD installations or activities in the overseas areas. This policy is in keeping with the agencies' agreement nationally to participate in the CFC under the basic ground rules prescribed in this plan.

IV. Organizing the Overseas Area Campaign

A. Upon receipt of this plan, the overseas commanders will establish a Command CFC Coordinating Committee to give leadership and direction to the planning and conduct of the combined campaign. The Committee will be organized and have membership as indicated in Attachment 1. In addition, employee representatives should be appointed to the Command Committee, including any recognized

employee organizations wherever practicable, so as to insure employee participation in the planning and conduct of the campaign. The Unified Commander will designate a representative to serve as the chairman of the Command Committee who in turn will initiate action promptly to organize and plan for the overseas combined campaign. The Command Committee will assemble necessary information and data, plan the detailed arrangements, and identify and attempt to resolve any policy issues.

B. The Unified Commander will insure that the campaign is properly planned, scheduled and implemented each year on a timely basis by the Command CFC Committee.

V. Establishing DoD Overseas Combined Federal Campaign Arrangements

A. Campaign Name

The name will be the DoD Overseas Combined Federal Campaign. The title will include the fiscal year during which the contributions are solicited and the identification of the locality, such as: 1967 DoD Overseas Combined Federal Campaign - European Area. (For Specified Commands and other world-wide elements, area designation may be omitted.)

B. Campaign Period

The Overseas Combined Federal Campaign will be conducted during the six-week period between February 15 and March 31 of each fiscal year.

C. Campaign Area

As indicated in III. A. 3. above.

D. Annual Campaign Announcement

Each year, well ahead of the campaign period, the Secretary of Defense will announce the forthcoming campaign by memorandum addressed to all major components of the Department of Defense which have overseas activities.

E. Contributor Designations

1. The contributor's information leaflet will identify the participating voluntary campaign organizations and list their member agencies with a brief statement describing each agency's program. The leaflet will tell the contributor the method by which undesignated funds will be divided among the voluntary campaign organizations and of his right to designate gifts to individual voluntary agencies. Several lines will be provided on the pledge form where he may write in such designated gifts.

2. The right to designate will be plainly stated in the contributor's leaflet, but designations will be neither encouraged nor discouraged by keymen solicitors or in campaign publicity materials and speeches.

3. The CFC accounting point established by the participating voluntary campaign organizations will tabulate all contributor designations and allocate them to the appropriate voluntary campaign organizations for the specific voluntary agencies designated. These amounts will be separate from each voluntary organization's share of undesignated funds allocated on the basis of distribution methods determined for those funds.

F. Distribution of Undesignated Funds

1. Undesignated funds include contributions in cash and pledges by payroll allotment in the combined campaign that are not designated for a specific voluntary agency. The method of distributing undesignated funds among the authorized voluntary campaign organizations will be determined by representatives of the voluntary campaign organizations on a mutually acceptable basis.

2. If the voluntary campaign organizations cannot agree on the method of distribution after a reasonable time for negotiations, the unresolved issue will be referred together with the recommendations of each voluntary campaign organization to the National Policy Coordinating Committee in Washington for final decision by the Government representatives.

G. Dollar Goals

1. Dollar goals will not be established for command and activities in the DoD Overseas Combined Federal Campaign which conforms with the practice now in effect for the present three campaigns, ISA, NHA and ARC. The goal will be 100% voluntary participation.

*

*

2. Fair Share Giving Guides will be constructed on an equitable basis that will give consideration to the salaries involved, cost of living factors, and the average amount per contributor during the past year's campaigns, plus, when appropriate, a reasonable percentage increase.

3. In determining the percentage increase consideration will be given to contribution experience of the previous year's overseas campaigns, the need and expectations of the voluntary agencies in the current campaign situation and the probability of an increase in the level of giving due to a single campaign, Fair Share Giving Guides and the payroll deduction plan.

H. Fair Share Guides and Voluntary Giving

1. Suggested fair share giving guides for the individual contributor will be constructed in an effort to accomplish an enthusiastic and purposeful campaign. The guide will be shown in the contributor's leaflet or on the pledge form. It will be accompanied by a statement that the guide is provided because contributors often ask "what they should give", but the decision to give and the amount to give will remain solely the determination of each contributor. The guide will not be interpreted as an individual quota or assessment which is prohibited by Section 5.5 of the Federal Fund Raising Manual.

2. The contributor's leaflet will include the express statement that the employee has the privilege of making his gift confidentially through the use of a sealed envelope provided by him (the contributor) which will be delivered without opening to the voluntary campaign organization accounting agent in accordance with Section 5.6 of the Manual.

3. The contributor's leaflet and other campaign publicity will emphasize the concept of the single combined annual campaign, referring to the fact that the contributor's pledge covers what he would have given in the three separate campaigns previously held and to point out that the privilege of extended payment through payroll withholding makes it possible for him to cover a full year's commitments at one time.

4. The suggested amounts of fair share gifts will be structured in relation to the needs of the voluntary agencies and the contributor's ability to give. Careful consideration will be given to overseas salaries and cost of living levels which will be reflected in the Fair Share Guides.

5. Since payroll withholding is new, the guide will show the amount of periodic payroll deduction suggested for various pay levels. This will be combined with guides for cash giving. The guide will also show suggested size of gift in relation to various income levels.

I. Receipt and Accounting for Contributions

1. The authorized participating voluntary campaign organizations have arranged by mutual agreement for the receipt and accounting of overseas CFC contributions. They have agreed on local accounting agents in overseas locations and on a central point to which the local agents will transmit contributions and reports.

2. Periodic payroll withholding remittances from DoD payroll offices following each year's combined campaign will be transmitted to the central point which is the DoD (year) Overseas Combined Federal Campaign, c/o Cashier, American Express Company, Inc., 65 Broadway, New York, N. Y. 10006.

3. DoD overseas installations and activities will transmit CFC cash contributions, pledge forms and reports to the nearest local accounting agent. These local agents will be listed in the area's CFC campaign guide. Generally, they will be the same agents that have represented the International Service Agencies and National Health Agencies in their separate campaigns of recent years.

4. In the absence of a nearby local accounting agent, a DoD unit will transmit its CFC cash contributions, pledge forms and reports directly to the central accounting point in New York.

5. The central accounting point will tabulate contributions according to designations on the pledge forms and the method of distribution for division of undesignated funds, furnishing each voluntary campaign organization with appropriate detail regarding designations to member agencies. The final audited totals of designated and undesignated contributions to each voluntary campaign organization will constitute the ratio for distribution of receipts by the central accounting point. The voluntary campaign organizations will be responsible for distribution internally to member agencies in accordance with their organization agreements.

6. The cost of receipt and accounting (and other identifiable expenses such as for the printing of campaign and publicity materials) will be shared by the voluntary campaign organizations under arrangements that are mutually acceptable to them. To avoid subsequent misunderstandings, they should reach a firm agreement in advance of the campaign specifying the nature of the expenses to be shared, the method of distribution and the time of billing. These may be shared in the same ratio as their total receipts.

7. Accounting and expense-sharing agreements are the responsibility of the campaign organizations, and the Government will not enter into their administration unless agreement cannot be reached among the participating voluntary campaign organizations.

J. Payroll Withholding

The use of payroll withholding is authorized for military and civilian personnel at overseas locations in addition to the usual method of cash contribution.

K. Campaign and Publicity Materials

1. Campaign and publicity materials will be printed and paid for by the participating voluntary campaign organizations. Since the type of materials is generally standard in fund-raising campaigns, and since the composition of the campaign organizations will be the same in all overseas areas, it will be feasible to produce materials at centralized points in the United States or overseas.

2. A single contributor's leaflet, a pledge form, and a payroll withholding authorization are to be distributed by keymen to each potential contributor. This material will provide a simple and attractive package which has fund-raising appeal and essential working information. Treatment will focus on the combined campaign without undue use of organization symbols or other distractions that compete for the contributor's attention. Extraneous instructions regarding the routing of forms, tallying contributions, etc., which are primarily for keymen will be avoided.

3. The layout and text of campaign and publicity materials will be as follows:

a. Contributor's Leaflet. This will be the only informational hand-out to individual contributors. It will describe the DoD

overseas CFC arrangement and payroll deduction privilege, the participating campaign organizations, the provision for designations and the method of dividing undesignated funds, etc. It will list each member agency of the voluntary campaign organizations with a brief statement of factual information of its program.

b. Pledge Form. This form will be forwarded when completed, to the local or nearest receipt and accounting point for the campaign. Its format will include a few blank lines for write-in designations.

c. Payroll Withholding Authorization.

(1) This working form will be forwarded, when completed, to the contributor's payroll office. There are many separate payroll offices serving military and civilian personnel within the Department of Defense. Accordingly, the authorization must be in standard format and bear adequate identification of the campaign. The name to be printed in the right hand corner of the form should be the same as that for the campaign, including the fiscal year, as for example, 1967 DoD Overseas Combined Federal Campaign. The box headed Identification No. will include the payroll identification numbering system used in the military service.

(2) The standard format and text for payroll withholding authorizations is shown in Attachment 2.

4. Other campaign materials will include the following:

a. Project Officer's or Chairman's Guide. For use of campaign chairmen in individual installations or units.

b. Keyman's Material

(1) Fact Sheet - providing any additional information concerning the participating agencies.

(2) Report Envelope - providing instructions for keyman about campaign arrangements, solicitation methods and forwarding procedures.

(3) Tally Sheet - for listing names of contributors, amounts contributed and the number of confidential envelopes enclosed.

c. Miscellaneous Campaign Items - Contributor's receipts, posters, progress charts, awards, membership cards, etc.

d. Publicity Items - News stories and fillers for the local press and house organs, all-employee letters, speeches for campaign leaders, division chairmen, etc.

VI. Payroll Withholding

* The policies and procedures for payroll withholding operations have been approved in the Department of Defense and instructions to be followed are outlined in a memorandum from the Deputy Secretary of Defense, dated July 30, 1965, and service and agency regulations which implement DoD Directive 7330.1, "Voluntary Military Pay Allotments," dated July 28, 1967, and DoD Directive 1418.4, "Civilian Pay Allotments," dated January 20, 1968. 1/ *

A. Applicability. Voluntary payroll allotments will be authorized for payment of charitable contributions to participating voluntary campaign organizations.

B. Allotments. The allotment privilege will be made available to DoD personnel (except non-DoD nationals) as follows:

1. Civilian employees whose net pay regularly is sufficient to cover the allotment, excluding those serving under appointments limited to six months or less. (Includes part-time and substitute employees who are regularly employed. Short term/temporaries are excluded because the extended payment plan of payroll withholding is appropriate only for contributors who are expected to continue in employment through the six-months period for which contributions are pledged.)

2. Members of the Armed Forces, excluding those on only a short-term assignment in the area.

C. Authorization

1. Allotments will be wholly voluntary and will be based upon contributors' individual written authorizations on the form shown as Attachment 2.

2. Authorization forms in standard format (Attachment 2) will be printed by the participating voluntary campaign organizations and will be distributed to employees along with other campaign materials at the time contributions are solicited.

1/ Amended by special agreement with the Civil Service Commission dated May 27, 1966 to incorporate provisions required to meet special conditions of the overseas campaign. The amended provisions are embodied in the following paragraphs. A copy of Section 550.302 of the Civil Service Regulations, as amended, is attached. (Attachment 3)

3. Completed authorization forms will be transmitted to the payroll offices as promptly as possible but not later than June 15 of the fiscal year in which the solicitation is conducted.

D. Duration. Authorizations will be in the form of a term allotment for a six-months period -- 13, 12 or 6 pay periods depending upon allotter's pay schedule -- starting with the first pay period beginning in July following the solicitation and ending with the last pay period which begins in the following December. (The standardization of beginning and ending dates, except for individual discontinuances, is intended to simplify payroll operations and minimize costs.) In case of school teachers or other employees not normally employed during the summer months, allotments may be started at the time of reemployment and continued for the period ending with the last pay period which begins in the following December.

E. Amount.

1. Allottees will make a single allotment of an equal amount to be deducted each pay period during the six months' duration.

2. The minimum amount will be 50 cents bi-weekly or semi-monthly, or \$1 monthly, with no restriction on size of increment above the minimum.

3. No change of amount will be authorized during the term of an allotment.

4. No deduction will be made for any period in which allotter's net pay after all legal and previously authorized deductions is insufficient to cover the allotment; no adjustment will be made in subsequent periods to make up for deductions missed.

(These conditions are for the purpose of simplicity and economy in payroll operations. The 50¢ minimum is essential in order to keep administrative expense in reasonable relation to the amount of contributions.)

* ~~F. --- Fee --- A uniform fee of 2 cents per deduction will be charged by~~ *

* ~~the Government for the payroll allotment service. ---~~ *

G. Remittance.

1. One check will be sent by the payroll office each pay period, in the gross amount of deductions made on the basis of current authorizations ~~less fees withheld,~~ to the campaigns' Central Accounting Point, addressed * to DoD (year) Overseas Combined Federal Campaign, c/o Cashier, American Express Co., Inc., 65 Broadway, New York, N. Y. 10006.

2. The check will be accompanied by a statement of the number of employee deductions included, ~~and the total amount of the service-charge withheld.~~ There will be no listing of allottees included or allotter discontinuances. (No listings of individual allottees will be needed with remittances. Since these allotments are voluntary contributions which may be discontinued at will and are not otherwise collectible there would be no value, commensurate with the expense, in maintaining individual accounts on pledges serviced by payroll allotment. The central allottee accounting point will distribute payroll remittances among the participating voluntary campaign organizations. Internal distribution will be made to individual member agencies by each of the voluntary campaign organizations involved.)

H. Discontinuance.

1. Allotments will be discontinued automatically.
 - a. On expiration of the six months' withholding period,
 - b. On death, retirement, or separation of allotter from the Federal service.
2. Allotter may revoke his authorization at any time by request in writing to the payroll office. Discontinuance will be effective the first pay period beginning after receipt of written revocation in the payroll office.
3. A discontinued allotment will not be reinstated.

I. Transfer. When an allotter moves to an organizational unit served by a different DoD payroll office, whether in the same or a different department or agency, his allotment authorization will be transferred to the new payroll office, unless expressly revoked by the individual. If there is a delay in receiving the transferred authorization in the new payroll office, allotter should be permitted to complete a new authorization for the remainder of the six-month withholding period, which will be considered as superseding and revoking his previous authorization.

J. Accounting. Establishment of individual allotment accounts, deductions each pay period and reconciliation of employee accounts will be in accordance with agency and General Accounting Office regulations.

(The simplified system provided in G, Remittance, is intended to minimize paperwork and to eliminate the need for any accounting reconciliations between payroll office and campaign organizations. The payroll office accepts responsibility for the accuracy of remittances, as supported by current allotment authorizations and internal accounting and auditing requirements. The voluntary campaign organizations or their designated agents accept responsibility for the accuracy of distribution of remittances among the voluntary campaign organizations, based upon employee pledges and arrangements for independent audit agreed upon by the participating voluntary campaign organizations.)

VII. Orientation, Training, and Publicity Arrangements

The DoD Overseas Combined Federal Campaign involves so many new features that a formal plan should be developed by the Command CFC Coordinating Committee to cover the orientation of management and employees, training of keymen, and publicity to employees and servicemen.

It is expected that all overseas commanders will assist campaign leaders in the conduct of an enthusiastic and purposeful solicitation in their installations in order to develop maximum group interest and response. In orientation programs, however, care should be taken to make clear that the Fund-Raising Manual policies and procedures are to be maintained intact as they apply to prohibition against individual employee quotas, assessments, or any other form of coercive action, and to the employee's right of privacy as to the amount of his gift and his privilege to contribute voluntarily either with or without the use of a confidential sealed envelope furnished by the contributor. Since employees and servicemen may not be aware of the new pledge and payroll withholding arrangements, it is essential that keymen be trained effectively on the new procedures and be equipped to answer any questions or problems the contributors may have in this respect as well as questions of a substantive nature regarding the programs of the participating voluntary agencies. Employees and servicemen should be told the background and purpose of the combined campaign arrangements, including the use of installment payment through payroll withholding. Special stress should be placed on giving enough on a once-a-year basis to provide a fair amount of support for all authorized campaign organizations.

VIII. Coordination and Reporting

A. Command Level

* 1. The commander of each unified and specified command is *
responsible for insuring that the campaign is properly planned, *
scheduled and implemented each year on a timely basis by the
Command CFC Committee. To help achieve this, subordinate
commanders should submit periodic reports to him. The first
report would be a pre-campaign report to be submitted no later
than the middle of February, just prior to the beginning of the
solicitation phase of the campaign. It would report on the status
of the plan and organization for the campaign as follows:

- * a. Name of project officer *
- * b. Number of persons to be solicited *
- * c. Have keymen been appointed and briefed? *
- * d. Have materials been distributed to keymen? *
- * e. Campaign kickoff meeting date *
- * f. Campaign publicity plans *
- * g. Campaign reporting procedure plan *
- * h. Other plans and problems, as appropriate *

* 2. An interim report should be submitted on or about March 5 *
as follows:

- * a. Total dollars contributed and pledged to date *
- * b. Number of contributors to date *
- * c. Average contribution (1 divided by 2) to date *
- * d. Persons contacted to date as a percent of a number *
- to be solicited

* 3. The final report should be submitted as soon as the cam- *
paign is completed giving the following information:

- * a. Basic Data *
- * (1) Number solicited *
- * (2) Number of contributors *
- * (3) Total receipts (both cash and payroll deduction *
- pledges)
- * (4) Per capita gift - (3) divided by (1) *
- * (5) Average gift - (3) divided by (2) *

- * 4. Payroll deductions *
 - a. Number authorizing
 - b. Total pledged
 - c. Average gift - b. divided by a.
- * 5. Designations - Total amount designated *
- * 6. Narrative summary evaluation of CFC arrangement based upon campaign experience. Include recommendations on campaign materials and the campaign in general. *

B. National Level

The DoD Fund Raising Coordinator in Washington is responsible at the national level for the National Policy Coordinating Committee for advice to the Command CFC Coordinating Committee regarding CFC arrangements. Direct communication by mail and telephone is recommended. All chairmen of the Command CFC Coordinating Committees are requested to furnish reports to the DoD Fund Raising Coordinator in Washington as follows:

1. No later than July 1 following the solicitation - a report of campaign results, as follows:

- a. Basic Data
 - (1) Number solicited
 - (2) Number of contributions
 - (3) Total receipts (both cash and payroll deduction pledges)
 - (4) Per capita gift - (3) divided by (1)
 - (5) Average gift - (3) divided by (2)
- b. Payroll Deductions
 - (1) Number authorizing
 - (2) Total pledged
 - (3) Average gift - (2) divided by (1)
- c. Designations - Total amount designated
- d. Narrative summary evaluation of CFC arrangement based upon campaign experience

OVERSEAS COMBINED FEDERAL CAMPAIGN ORGANIZATION

National Policy Coordinating Committee (Washington, D. C.)

Government Chairman - OSD Representative

One Representative and Alternate from each of the military departments

One Representative and Alternate from the following Voluntary Agencies Groups:
1. The American National Red Cross
2. The International Service Agencies Organization
3. The National Health Agencies Campaign Organization

National Operations Coordinating Subcommittee (Washington, D. C.)
Government Chairman - DoD Fund-Raising Coordinator

One Representative of each of the following Voluntary Agencies Groups:
1. The American National Red Cross
2. The International Service Agencies Organization
3. The National Health Agencies Campaign Organization

National Public Relations Coordinating Subcommittee (Washington, D. C.)
Government Chairman - Representative of Asst SecDef (Public Affairs)

One Representative of each of the following Voluntary Agencies Groups:
1. The American National Red Cross
2. The International Service Agencies Organization
3. The National Health Agencies Campaign Organization

Command CFC Coordinating Committees (One for each Overseas Unified Command)
Chairman - Unified Command Representative

Representative of each subordinate Command and Major Activity

Overseas Representatives of Voluntary Agencies Groups

Campaign Organization in Commands and Other Activities

**CONTRIBUTOR'S CARD AND
PAYROLL WITHHOLDING AUTHORIZATION**

DoD OVERSEAS COMBINED FEDERAL CAMPAIGN

Cashier: American Express International Banking Corp.,
65 Broadway, New York, N.Y. 10006

LAST NAME	FIRST NAME	INITIAL	RANK	IDENTIFICATION (Social Security Number or Service Number)
ORGANIZATION AND MILITARY ADDRESS (including APO/FPO)				

MY TOTAL CONTRIBUTION IS \$ _____
WHICH . . . (CHECK ONE OF THE TWO BOXES BELOW)

- . . . will be contributed by payroll withholding (July through Dec., ____) as authorized below.
- . . . is contributed herewith in cash or check (payable to Overseas CFC).

PAYROLL WITHHOLDING AUTHORIZATION FOR VOLUNTARY CHARITABLE DEDUCTIONS

(CSC FORM 804 DOD REVISED 1969)

FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR DEDUCTION

ALLOTMENTS—MILITARY: minimum deduction \$1 per month, total minimum contribution \$6.

CIVILIAN: minimum deduction 50¢ per pay period, total minimum contribution \$6.50.

\$	\$4.00	\$3.50	\$2.50	\$2.00	\$1.50	\$1.00	75¢	50¢
(Specify)								

I hereby authorize the above-named agency or any other agency of the Department of Defense by which I may be employed to deduct the amount shown above from my pay (for military personnel) each month for the last six months of 19__ or (for civilian employees) each pay period during the six-month period commencing with the first pay period beginning in July and ending with the last pay period which begins in December 19__, provided that the amounts so deducted shall be remitted to the DoD Overseas Combined Federal Campaign shown above. I understand that this authorization may be revoked by me in writing at any time before it expires.

SIGN HERE TO AUTHORIZE PAYROLL WITHHOLDING _____

(Contributor's Signature)

TO DoD PAYROLL OFFICES—If contributor moves to the jurisdiction of another DoD payroll office before December 31, ____, this authorization should be forwarded.

NOTE: PLEASE RETURN THIS DOUBLE CARD
TO YOUR KEYMAN AS SOON AS POSSIBLE

**FOR
CONTRIBUTOR USE**

If designating to an agency (see contributing leaflet for agency numbers).

Agency No. [] Amount \$ []

RECEIPT

**Overseas
Combined Federal Campaign**

The American Red Cross, the National Health Agencies, and the International Service Agencies gratefully acknowledge the gift of

(Name of Contributor)

Total Contribution

\$ _____

(Check one)

to be paid by payroll deduction

paid in cash or check

(Keyman Signature)

(Date)

Contributions deductible for Federal Income Tax purposes

By Order of the Secretary of the Army:

W. C. WESTMORELAND,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

To be distributed in accordance with DA Form 12-21 (qty rqr block No. 188) requirements for FSC Group 5845/95-IL.

REVISION OF CIVIL SERVICE REGULATIONS

New Material Underscored

SUBPART C. ALLOTMENTS AND ASSIGNMENTS FROM FEDERAL
EMPLOYEES

Section 550.302 - Authority of Federal Department.

(c) Subject to the provisions of paragraphs (a) and (b) of this section, allotments for the payment of dues to an employee organization as authorized by section 550.304(a)(5) and allotments for charitable contributions to a Combined Federal Campaign as authorized by section 550.304(a)(6) may be permitted only in accordance with instructions published by the Civil Service Commission in the Federal Personnel Manual. However, allotments for contributions to the Department of Defense Overseas Combined Federal Campaign may be permitted in accordance with a special agreement between the Commission and the Department of Defense which may contain any necessary exceptions to the provisions in this subpart.

[AGSC-R]

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

To be distributed in accordance with DA Form 12-9 requirements for Administration:
Active Army: D. NG: D. USAR: None.

S | S

Pages

1 July 1970

C 9, AR 600-29

eral fund-raising manual should be considered for elimination. (Ref subpara I, items F, P and Q, app D to app A.)

(4) *Awards and rewards.* To preclude direct or indirect coercion, no awards or rewards initiated within the Department of the Army shall be made to individual solicitors for achievements in a fund drive. The individual achievements of solicitors will not be publicized. Awards to subordinate units, or their commanders, from higher headquarters for goal accomplishment or percent of participation achieved are prohibited. Comments on efficiency reports, plaques, passes, "training holidays," relief from guard duty or details, and all other incentives or rewards to those who contribute to fund drives are also prohibited. This is not meant to preclude awards and rewards, such as letters of commendation, for achievements for exceptional performance to persons in connection with the organization or administration of a campaign, as opposed to persons engaged in actual solicitation. Nor is this prohibition intended in any way to preclude publicity regarding the fact that a fund-raising campaign will be, is being, or has been conducted in a unit or at an installation, or regarding the consolidated total contributions of the installation in a dollar amount. Also, it is not the intent of this paragraph to preclude awards of any kind to persons or units by groups outside the Department of the Army. Higher headquarters may indorse such awards to designated units. (Ref subpara I, items P, Q, and R, app D of app A.)

(5) *Publicity.* Publicity on unit progress or percentage of participation such as charts, bulletin boards, special reports, daily bulletin or other announcements, "thermometers," as well as other kinds of publicity indicating unit standings or comparative standings and achievements are prohibited. Such publicity can lead to competition and supervisory comparison, thus creating pressures which may result in coercion. At the installation level, however, the use of a "thermometer" is permitted, but its use must be limited to illustrating only how the entire installation is progressing toward the installation goal, if one has been established, or total installation contributions. Unit contributions will not be indicated separately. (Ref subpara I, items F and Q, app D to app A.)

5. Solicitation overseas. ★*a.* Beginning with fiscal year 1967, a single combined Federal cam-

paign will be conducted among US Army personnel located in all oversea commands, installations, and activities, except the Panama Canal Zone, Hawaii, and the Commonwealth of Puerto Rico, in accordance with instructions in appendix B, Plan for DOD Overseas Combined Federal Campaign.

b. Commanders and heads of installations and activities overseas may modify the accounting and reporting for on-the-job contributions collected during solicitations to the degree that they do not violate the policies and principles of the manual and are consistent with the accounting and reporting provisions of the plan contained in appendix B.

★*c.* Major oversea commanders will arrange for the distribution of all educational material, operational forms, and envelopes for Federal campaigns furnished by the participating voluntary agencies to all Army activities within the geographical limits of their command except MAAG, missions, and attachés.

6. Deferred payments of contributions. Commanders and heads of Department of the Army installations located in the fifty United States, the Panama Canal Zone, and the Commonwealth of Puerto Rico may, at their discretion and in accordance with the provisions of the Federal fund-raising manual, provide for keyman collection of installment pledges in campaigns when the voluntary agencies involved provided for deferred payments of contributions. Payment through payroll deductions is not authorized except in a Combined Federal Campaign.

7. Internal welfare solicitations. Solicitations by private organizations of Department of the Army military and civilian personnel among their membership for organizational support or for benefit or welfare funds for their members are excepted from the Federal program by section 3 of EO 10927, contained in appendix A. However, such solicitations will be conducted in accordance with the basic policies and procedures of the program and at times which do not conflict with the periods reserved for the campaigns of recognized national voluntary agencies.

★*a.* The Army Emergency Relief and Army Relief Society may solicit among their membership for the welfare and relief of their members in accordance with AR 930-4.

b. Local commanders may authorize on-post private organizations to conduct fund-raising campaigns for installation welfare and recreational activities provided that—

★(1) The ultimate beneficiary activities or organizations are private in nature as contemplated in paragraph 1-2c, AR 230-1;

(2) These activities or organizations have as their objectives the conduct of welfare and recreational activities limited in scope to the military community;

(3) These activities or organizations are free from the control and direction of any parent or affiliate organization with respect to the disposition of funds and other assets; and

(4) Contributions are specifically designated and recipient beneficiary is identified.

★c. Internal welfare solicitations may be supplemented by appropriate benefits conducted at the discretion of the installation commander. Commanders requested to authorize private organizations to conduct such benefits on-post will be guided by the provisions of paragraph 22, AR 230-60.

★8. **Communication with Headquarters, Department of the Army.** Communications concerning the Federal Fund-Raising Program should be addressed to The Adjutant General, ATTN: AGAO-R, Department of the Army, Washington, DC 20315.

overseas CFC arrangement and payroll deduction privilege, the participating campaign organizations, the provision for designations and the method of dividing undesignated funds, etc. It will list each member agency of the voluntary campaign organizations with a brief statement of factual information of its program.

b. Pledge Form. This form will be forwarded when completed, to the local or nearest receipt and accounting point for the campaign. Its format will include a few blank lines for write-in designations.

c. Payroll Withholding Authorization.

(1) This working form will be forwarded, when completed, to the contributor's payroll office. There are many separate payroll offices serving military and civilian personnel within the Department of Defense. Accordingly, the authorization must be in standard format and bear adequate identification of the campaign. The name to be printed in the right hand corner of the form should be the same as that for the campaign, including the fiscal year, as for example, 1967 DoD Overseas Combined Federal Campaign. The box headed "Identification No." will include the payroll identification numbering system used in the military service.

(2) The standard format and text for payroll withholding authorizations is shown in Attachment 2.

4. Other campaign materials will include the following:

a. Project Officer's or Chairman's Guide. For use of campaign chairmen in individual installations or units.

b. Keyman's Material

(1) Fact Sheet - providing any additional information concerning the participating agencies.

(2) Report Envelope - providing instructions for keyman about campaign arrangements, solicitation methods and forwarding procedures.

(3) Tally Sheet - for listing names of contributors, amounts contributed and the number of confidential envelopes enclosed.

c. Miscellaneous Campaign Items - Contributor's receipts, posters, progress charts, awards, membership cards, etc.

d. Publicity Items - News stories and fillers for the local press and house organs, all-employee letters, speeches for campaign leaders, division chairmen, etc.

VI. Payroll Withholding

The policies and procedures for payroll withholding operations have been approved in the Department of Defense and instructions to be followed are outlined in a memorandum from the Deputy Secretary of Defense, dated July 30, 1965, and service and agency regulations which implement DoD Directive 7330.1, "Voluntary Military Pay Allotments," dated July 28, 1967, and DoD Directive 1418.4, "Civilian Pay Allotments," dated January 20, 1968. 1/

*

*

A. Applicability. Voluntary payroll allotments will be authorized for payment of charitable contributions to participating voluntary campaign organizations.

B. Allotments. The allotment privilege will be made available to DoD personnel (except non-DoD nationals) as follows:

1. Civilian employees whose net pay regularly is sufficient to cover the allotment, excluding those serving under appointments limited to six months or less. (Includes part-time and substitute employees who are regularly employed. Short term/temporaries are excluded because the extended payment plan of payroll withholding is appropriate only for contributors who are expected to continue in employment through the six-months period for which contributions are pledged.)

2. Members of the Armed Forces, excluding those on only a short-term assignment in the area.

C. Authorization

1. Allotments will be wholly voluntary and will be based upon contributors' individual-written authorizations on the form shown as Attachment 2.

2. Authorization forms in standard format (Attachment 2) will be printed by the participating voluntary campaign organizations and will be distributed to employees along with other campaign materials at the time contributions are solicited.

1/ Amended by special agreement with the Civil Service Commission dated May 27, 1966 to incorporate provisions required to meet special conditions of the overseas campaign. The amended provisions are embodied in the following paragraphs. A copy of Section 550.302 of the Civil Service Regulations, as amended, is attached. (Attachment 3)

3. Completed authorization forms will be transmitted to the payroll offices as promptly as possible but not later than June 15 of the fiscal year in which the solicitation is conducted.

D. Duration. Authorizations will be in the form of a term allotment for a six-months period -- 13, 12 or 6 pay periods depending upon allotter's pay schedule -- starting with the first pay period beginning in July following the solicitation and ending with the last pay period which begins in the following December. (The standardization of beginning and ending dates, except for individual discontinuances, is intended to simplify payroll operations and minimize costs.) In case of school teachers or other employees not normally employed during the summer months, allotments may be started at the time of reemployment and continued for the period ending with the last pay period which begins in the following December.

E. Amount.

1. Allotments will make a single allotment of an equal amount to be deducted each pay period during the six months' duration.

2. The minimum amount will be 50 cents bi-weekly or semi-monthly, or \$1 monthly, with no restriction on size of increment above the minimum.

3. No change of amount will be authorized during the term of an allotment.

4. No deduction will be made for any period in which allotter's net pay after all legal and previously authorized deductions is insufficient to cover the allotment; no adjustment will be made in subsequent periods to make up for deductions missed.

(These conditions are for the purpose of simplicity and economy in payroll operations. The 50¢ minimum is essential in order to keep administrative expense in reasonable relation to the amount of contributions.)

* ~~F. --- Fee --- A uniform fee of 2 cents per deduction will be charged by~~ *
* ~~the Government for the payroll allotment service.~~ *
* * *

G. Remittance.

1. One check will be sent by the payroll office each pay period, in the gross amount of deductions made on the basis of current authorizations ~~less fees withheld~~, to the campaigns' Central Accounting Point, addressed *
* to DoD (year) Overseas Combined Federal Campaign, c/o Cashier, American Express Co., Inc., 65 Broadway, New York, N. Y. 10006. *

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2. The check will be accompanied by a statement of the number of employee deductions included and the total amount of the service charge withheld. There will be no listing of allotments included, ~~or~~ ~~allotment discontinuances~~. (No listings of individual allotments will be needed with remittances. Since these allotments are voluntary contributions which may be discontinued at will and are not otherwise collectible there would be no value, commensurate with the expense, in maintaining individual accounts on pledges serviced by payroll allotment. The central allottee accounting point will distribute payroll remittances among the participating voluntary campaign organizations. Internal distribution will be made to individual member agencies by each of the voluntary campaign organizations involved.)

* * * * *

H. Discontinuance.

1. Allotments will be discontinued automatically:

- a. On expiration of the six months' withholding period,
- b. On death, retirement, or separation of allotter from the Federal service.

2. Allotter may revoke his authorization at any time by request in writing to the payroll office. Discontinuance will be effective the first pay period beginning after receipt of written revocation in the payroll office.

3. A discontinued allotment will not be reinstated.

I. Transfer. When an allotter moves to an organizational unit served by a different DoD payroll office, whether in the same or a different department or agency, his allotment authorization will be transferred to the new payroll office, unless expressly revoked by the individual. If there is a delay in receiving the transferred authorization in the new payroll office, allotter should be permitted to complete a new authorization for the remainder of the six-month withholding period, which will be considered as superseding and revoking his previous authorization.

* J. Accounting. Establishment of individual allotment accounts, *
 * deductions each pay period and reconciliation of employee accounts *
 * will be in accordance with agency and General Accounting Office *
 * regulations. *

overseas CFC arrangement and payroll deduction privilege, the participating campaign organizations, the provision for designations and the method of dividing undesignated funds, etc. It will list each member agency of the voluntary campaign organizations with a brief statement of factual information of its program.

b. Pledge Form. This form will be forwarded when completed, to the local or nearest receipt and accounting point for the campaign. Its format will include a few blank lines for write-in designations.

c. Payroll Withholding Authorization.

(1) This working form will be forwarded, when completed, to the contributor's payroll office. There are many separate payroll offices serving military and civilian personnel within the Department of Defense. Accordingly, the authorization must be in standard format and bear adequate identification of the campaign. The name to be printed in the right hand corner of the form should be the same as that for the campaign, including the fiscal year, as for example, 1967 DoD Overseas Combined Federal Campaign. The box headed "Identification No." will include the payroll identification numbering system used in the military service.

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d. Publicity Items - News stories and fillers for the local press and house organs, all-employee letters, speeches for campaign leaders, division chairmen, etc.

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*
*

A. Applicability. Voluntary payroll allotments will be authorized for payment of charitable contributions to participating voluntary campaign organizations.

B. Allotters. The allotment privilege will be made available to DoD personnel (except non-DoD nationals) as follows:

1. Civilian employees whose net pay regularly is sufficient to cover the allotment, excluding those serving under appointments limited to six months or less. (Includes part-time and substitute employees who are regularly employed. Short term/temporaries are excluded because the extended payment plan of payroll withholding is appropriate only for contributors who are expected to continue in employment through the six-months period for which contributions are pledged.)

2. Members of the Armed Forces, excluding those on only a short-term assignment in the area.

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1/ Amended by special agreement with the Civil Service Commission dated May 27, 1966 to incorporate provisions required to meet special conditions of the overseas campaign. The amended provisions are embodied in the following paragraphs. A copy of Section 550.302 of the Civil Service Regulations, as amended, is attached. (Attachment 3)

3. Completed authorization forms will be transmitted to the payroll offices as promptly as possible but not later than June 15 of the fiscal year in which the solicitation is conducted.

D. Duration. Authorizations will be in the form of a term allotment for a six-months period -- 13, 12 or 6 pay periods depending upon allotter's pay schedule -- starting with the first pay period beginning in July following the solicitation and ending with the last pay period which begins in the following December. (The standardization of beginning and ending dates, except for individual discontinuances, is intended to simplify payroll operations and minimize costs.) In case of school teachers or other employees not normally employed during the summer months, allotments may be started at the time of reemployment and continued for the period ending with the last pay period which begins in the following December.

E. Amount.

1. Allotments will make a single allotment of an equal amount to be deducted each pay period during the six months' duration.

2. The minimum amount will be 50 cents bi-weekly or semi-monthly, or \$1 monthly, with no restriction on size of increment above the minimum.

3. No change of amount will be authorized during the term of an allotment.

4. No deduction will be made for any period in which allotter's net pay after all legal and previously authorized deductions is insufficient to cover the allotment; no adjustment will be made in subsequent periods to make up for deductions missed.

(These conditions are for the purpose of simplicity and economy in payroll operations. The 50¢ minimum is essential in order to keep administrative expense in reasonable relation to the amount of contributions.)

F. Fee. A uniform fee of 2 cents per deduction will be charged by the Government for the payroll allotment service.

G. Remittance.

1. One check will be sent by the payroll office each pay period, in the gross amount of deductions made on the basis of current authorizations, less fees withheld, to the campaigns' Central Accounting Point, addressed to DoD (year) Overseas Combined Federal Campaign, c/o Cashier, American Express Co., Inc., 65 Broadway, New York, N. Y. 10006.

2. The check will be accompanied by a statement of the number of employee deductions included and the total amount of the service charge withheld. There will be no listing of allottees included or allotter discontinuances. (No listings of individual allottees will be needed with remittances. Since these allotments are voluntary contributions which may be discontinued at will and are not otherwise collectible there would be no value, commensurate with the expense, in maintaining individual accounts on pledges serviced by payroll allotment. The central allottee accounting point will distribute payroll remittances among the participating voluntary campaign organizations. Internal distribution will be made to individual member agencies by each of the voluntary campaign organizations involved.)

H. Discontinuance.

1. Allotments will be discontinued automatically:

- a. On expiration of the six months' withholding period,
- b. On death, retirement, or separation of allotter from the Federal service.

2. Allotter may revoke his authorization at any time by request in writing to the payroll office. Discontinuance will be effective the first pay period beginning after receipt of written revocation in the payroll office.

3. A discontinued allotment will not be reinstated.

I. Transfer. When an allotter moves to an organizational unit served by a different DoD payroll office, whether in the same or a different department or agency, his allotment authorization will be transferred to the new payroll office, unless expressly revoked by the individual. If there is a delay in receiving the transferred authorization in the new payroll office, allotter should be permitted to complete a new authorization for the remainder of the six-month withholding period, which will be considered as superseding and revoking his previous authorization.

J. Accounting. Establishment of individual allotment accounts, deductions each pay period, reconciliation of employee accounts, and deposit of service fees withheld will be in accordance with agency and General Accounting Office regulations.

S/S June 71 APPENDIX E

★1970-71 FUND-RAISING BULLETIN

To the Heads of Executive Departments and Agencies

The voluntary agencies recognized by the Chairman of the Civil Service Commission, in accordance with Executive Order 10927, for on-the-job solicitation privileges in the Federal service during fiscal year 1971 are listed in this bulletin. Their worthwhile efforts on behalf of all Americans merit a generous voluntary contribution from Federal personnel. The Eligibility Committee has determined that each one meets established requirements as to program objective, administrative integrity, and financial responsibility.

The assigned periods for the 1970-71 campaigns and the locations and conditions under which solicitation privileges may be exercised are as specified in section 3.5 of the Federal Fund-Raising Manual, except as modified by the instructions in Chapter 4, THE COMBINED FEDERAL CAMPAIGN, and Chapter 7, NON-DISCRIMINATION REQUIREMENTS.

RECOGNIZED CAMPAIGNS AND AGENCIES

- 1. LOCAL COMMUNITY CHESTS, UNITED FUNDS, AND OTHER FEDERATED GROUPS which are members in good standing of, or are recognized by, the United Way of America
- 2. THE AMERICAN NATIONAL RED CROSS (Domestic and overseas areas)
- 3. FEDERAL SERVICE CAMPAIGN FOR THE NATIONAL HEALTH AGENCIES (Domestic and overseas areas)

- American Cancer Society, Inc.
- American Heart Association, Inc.
- Arthritis Foundation
- Muscular Dystrophy Associations of America, Inc.
- National Association for Mental Health, Inc.
- National Association for Retarded Children, Inc.
- National Cystic Fibrosis Research Foundation
- National Easter Seal Society for Crippled Children and Adults, Inc.
- National Foundation-March of Dimes
- National Kidney Foundation
- National Multiple Sclerosis Society
- National Society for the Prevention of Blindness
- United Cerebral Palsy Associations, Inc.

- 4. INTERNATIONAL SERVICE AGENCIES (Domestic and overseas areas)
 - American-Korean Foundation, Inc.
 - CARE, Inc.
 - Planned Parenthood-World Population
 - Project HOPE (People-to-People Health Foundation, Inc.)
- 5. INTERNATIONAL SERVICE AGENCIES (Overseas area only)
 - American Social Health Association
 - International Rescue Committee, Inc.
 - International Social Service, Inc.
 - National Recreation and Park Association
 - United Seamen's Service, Inc.
 - United Service Organizations, Inc. (USO) ★

largest number of civilian and military personnel. The committees are composed of local Federal agency heads or their designated personal representatives and have self-determined organizational arrangements.

A list of local Federal coordinating groups is included in the APPENDIX.

.62 *Coordinating Responsibilities.* Within the limits of the policies, procedures and arrangements made nationally, the fund-raising responsibilities of local Federal coordinating groups are to:

- a. *Facilitate local campaign arrangements.* To the extent needed or requested by voluntary agency representatives, the coordinating group (1) recommends high-level chairmen for the authorized Federal campaigns, (2) provides lists of Federal activities and their personnel strength, (3) cooperates on interagency briefing sessions and kick-off meetings, and (4) supports appropriate publicity measures needed to assure campaign success.
- b. *Improve understanding and compliance with program policies and procedures.* Each local Federal agency head receives fund-raising directives through his agency channels and can raise questions by the same means. However, the coordinating group serves as the central medium for resolving such questions locally to the extent possible without referral to the national level.

- c. *Interpret the program to community leaders.* The fund-raising program is responsive to the needs of a great many voluntary agencies, but it cannot accommodate to the desires and methods of all. The coordinating group (1) explains to community leaders the special arrangements and conditions of the Federal program and the considerations which entered into its development, and (2) publicizes appropriate information regarding the response of Federal military and civilian personnel to the approved campaigns.
- d. *★Administer program requirements.* The coordinating group is responsible for organizing a local Combined Federal Campaign, where appropriate; administering the requirements for a policy and practice of racial nondiscrimination by voluntary agencies participating in local Federal campaigns; and acting upon any problems of apparent noncompliance by voluntary agencies with the policies and procedures of the Federal program.★
- e. *Communicate with the Office of the Chairman of the Civil Service Commission.* The coordinating group refers unresolved local fund-raising questions or problems that are common to several agencies direct to the Office of the Chairman for decision. Single-agency problems are referred through customary agency channels. The Chairman of the Civil Service Commission communicates directly with the Chairman of the local coordinating group when information about the local fund-raising situation is needed.

CAMPAIGN ARRANGEMENTS FOR VOLUNTARY AGENCIES

★(EXCLUDING COMBINED FEDERAL CAMPAIGNS)★

3.1 TYPES OF VOLUNTARY AGENCIES.

Voluntary agencies are private, self-governing organizations financed primarily by contributions from the public. Some are national in scope, with a national organization and state or local chapters or affiliates. Others are primarily local both in form of organization and extent of services. The Federal program involves solicitation arrangements for four broad categories of such agencies:

- a. Local health, welfare, or recreational service agencies, such as visiting nurse associations, homes and clinics for children and the aged, and neighborhood centers for youth recreation and guidance.
- b. National and international welfare, recreational service and emergency relief—the American National Red Cross.
- c. National health agencies providing research and public education on a national basis in addition to local services, such as the American Cancer Society and American Heart Association.
- d. National agencies having an international service function which involves health, welfare or freedom-building programs in foreign countries, such as CARE and Radio Free Europe.

3.2 TYPES OF FUND-RAISING METHODS.

The methods used by voluntary agencies in public fund raising are usually characterized as federated or independent. A *federated* campaign typically is one conducted by a local community chest, or by a united fund when the local Red Cross chapter participates. In these cases local voluntary agencies join contractually into a single organization for fund-raising purposes. Usually they also admit local chapters or affiliates of some national agencies as participating members. An *independent* campaign is one conducted by a local or national voluntary agency through its own fund-raising organization. Some national agencies conduct

only independent campaigns, as a matter of agency policy. Others campaign independently or participate in federation depending upon local circumstances and the admission policies of local federated groups.

3.3 CONSIDERATIONS IN MAKING FEDERAL ARRANGEMENTS.

With the number of worthy voluntary agencies and their major differences in organization and fund-raising policy, coordinated arrangements are necessary in order to provide Federal employees an opportunity, within reasonable administrative expense, to contribute to the agencies of their choice. Basic arrangements are made nationally in view of the national scope of many of the voluntary agencies. Campaign operations are decentralized under provisions that accommodate to the varying situations in local communities. Both federated and independent fund-raising policies are supported since each responds to a legitimate purpose of the voluntary agencies involved. However, in order to keep the number of on-the-job solicitations to the practical minimum independent appeals must be grouped into joint campaigns of agencies having similar characteristics, e.g. the National Health Agencies, the International Service Agencies and the American Overseas Campaign.

3.4 DEFINITION OF TERMS USED IN FEDERAL ARRANGEMENTS

.41 *Domestic Area.* The 50 United States, the Panama Canal Zone, and the Commonwealth of Puerto Rico.

.42 *Overseas Area.* All other points in the world where Federal employees or members of the armed forces are stationed.

.43 *Federated Community.* A location within the domestic area where a federated fund-raising program is operated by national and local voluntary agencies through a community

chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc. ★and which meets the nondiscrimination requirements prescribed in Appendix F.★

.44 Nonfederated Community. A location within the domestic area where there is no federated fund-raising program or where the federated program does not include any national voluntary agency of the types defined in paragraphs 3.45 and 3.46 ★or does not meet the nondiscrimination requirements prescribed in APPENDIX F.★

.45 Recognized National Voluntary Agency. An agency which has been declared eligible by the Chairman of the Civil Service Commission for participation in independent or joint campaigns in the Federal establishment.

.46 National Voluntary Agency "Supported Primarily through United Funds and Community Chests." An agency which generally solicits within the Federal establishment as a participating member of community chests, united funds or other local federated groups which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc., for example, United Service Organizations, Inc. (USO). Such an agency is not recognized for participation in independent or joint campaigns except with respect to nonfederated communities and the overseas area.

3.5 POLICIES GOVERNING FEDERAL ARRANGEMENTS

.51 Campaign Arrangements Established Nationally. The basic campaign arrangements in this chapter have been established by the Chairman of the Civil Service Commission after consultation with representatives of national voluntary agencies, the executive departments and agencies, and Federal employee organizations. Commitments are made nationally in order to make it possible for the independent national voluntary agencies to develop and administer joint campaigns in the Federal establishment. Therefore, local Federal agency heads are not

authorized to vary from the established arrangements except to the extent that local variations are expressly provided for.

.52 Number of Solicitations. Not more than three solicitations on the job will be made annually at any location, on behalf of voluntary health, welfare, or international ★service★ agencies, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the Civil Service Commission. At locations where the Red Cross participates in a local federated campaign not more than two such solicitations will be made annually. ★Only one solicitation will be made at locations where there is a Combined Federal Campaign.★

.53 No Duplicate or Supplemental Campaigns. No voluntary agency may be permitted to solicit Federal personnel at place of employment or duty station more than once in any year except in the case of an approved emergency or disaster appeal.

.54 Responsible Conduct. Solicitation privileges may be withdrawn from a voluntary agency at any time by the Chairman of the Civil Service Commission, after due notice and opportunity for consultation, in the event it fails to adhere to the eligibility requirements, policies and procedures of the Federal program.

.55 Federated Campaigns.

.551 Authorization. A local community chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc., ★and meets the nondiscrimination requirements prescribed in Appendix F★ is authorized on-the-job solicitation privileges in its local campaign area.

.552 Other Agencies Excluded. In a federated community as defined in paragraph 3.43, local voluntary agencies and national voluntary agencies "supported primarily through united funds and community chests" are not authorized to solicit on the job except as participating members of the local fund or chest.

.553 Single Fund-Raising Agency. A local community chest, united fund or other local

THE COMBINED FEDERAL CAMPAIGN

4.1 PURPOSE. The Combined Federal Campaign plan was established to meet employee wishes for a single campaign, reduce the expense to the Government involved in separate campaigns, permit payroll deductions for charitable contributions, and provide better support to voluntary health and welfare organizations. The arrangements for combined campaigns have been approved by the Chairman of the Civil Service Commission under the authority of Executive Order 10927, dated March 18, 1961, which governs fund raising within the Federal Service.

In a Combined Federal Campaign the approved voluntary agencies campaign together at one time in the fall of the year rather than in separate campaigns in the fall and in the spring.

4.2 AUTHORIZED CAMPAIGN ORGANIZATIONS. Arrangements for each local CFC will be worked out through negotiations between the local Federal officials and representatives of the authorized campaign organizations. The four authorized campaign organizations are as follows: *

1. *A local united fund, community chest, or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc.* The number of member agencies in a fund or chest campaign varies from around 20 to over 200 depending upon the locality.
2. *The National Health Agencies.* There are a number of health agencies recognized nationally but eligibility to solicit in a CFC is limited to those locations where the national agency has a State or local chapter

or affiliate (a) which is organized to serve the local area (county), and (b) which is not a member agency of the local united fund or chest.

3. *The International Service Agencies.* These are recognized international service agencies which make up this campaign group at all locations. Since their program operations are all conducted overseas, fund-raising eligibility is not limited to the places where they have local chapters or committees, but where a local chapter participates in a united fund campaign it cannot participate in the ISA group.
4. *The American Red Cross.* At locations where Red Cross does not raise funds in partnership with the local united fund or chest, its chapters constitute a fourth campaign group.

4.3 RESPONSIBILITY OF LOCAL FEDERAL COORDINATING GROUPS. It is Government policy to encourage the establishment of CFC where the voluntary groups agree to the plan. Each Federal coordinating group is authorized and requested to organize a Combined Federal Campaign in the local area for which it has fund-raising responsibility. Civilian employees and members of the Armed Forces in all Federal offices and installations in the local campaign area are included whenever a CFC is organized. The heads of executive departments and agencies will request their local officials to cooperate fully with the decisions of the Federal coordinating group on all aspects of CFC arrangements, in the interest of achieving a single, unified campaign for all Federal personnel in the local area.

At locations where there is a significant number of Federal personnel and there is no Federal coordinating group in being, the head of the

* See Appendix E.

local Federal installation having the largest number of personnel should initiate action to form a Fund-raising Program Coordinating Committee¹ to work toward the establishment of CFC.

4.4 CFC PLAN

.41 Requirement for Agreement of Local United Fund or Community Chest. Since the local united fund or chest is generally the predominant beneficiary of Federal employee contributions, its cooperation is essential to the implementation of CFC in any community. Accordingly, the local fund or chest will be given the opportunity freely to decide whether or not it wishes to participate with the other campaign organizations in a Combined Federal Campaign. Local Federal officials should explain the wishes of the Government and its employees for this arrangement and the expected increase in contributions. However, if the local united fund or chest declines to participate, the combined campaign will not be undertaken and separate campaigns by each organization will proceed in the usual manner as outlined in Chapter 3 of the Manual. Payroll deductions will be authorized only for the combined campaign arrangement.

If the fund or chest is not the predominant beneficiary of Federal employee contributions in the local area; i.e., if in the past it has received less than half of the total donations in the authorized voluntary agency campaigns, and the other campaign organizations wish to proceed with a combined campaign, the local Federal coordinating group may recommend to the Chairman of the Civil Service Commission withdrawal of the fund's right to veto CFC.

.42 Role of National Voluntary Agencies. The recognized² national health agencies, and international service agencies have agreed nationally to participate in CFC under the basic rules pre-

scribed. Their local representatives will participate as full partners in the formulation of detailed arrangements for the local campaign and preparation of campaign materials. If there is disagreement on details which cannot be resolved on a timely basis by direct negotiations between the campaign organizations, such matters will be referred with the recommendations of each organization to the local Federal coordinating group for final decision.

In the event that any of the national voluntary agencies should choose not to participate in CFC under the final arrangements decided locally it may withdraw from the campaign, but it will not have fund-raising privileges in local Federal offices or installations during the fiscal year involved.

In the communities where the Red Cross conducts an independent campaign in the Federal establishment in March it will be regarded as a separate campaign organization and full partner in the combined campaign. Red Cross chapters have independent authority with respect to fund-raising policy, so responsibility for deciding on participation in CFC rests with the local chapter board of directors. As with the other national organizations, in the event local Red Cross chapters choose not to participate in CFC under the final arrangements decided locally they are not authorized to have a separate campaign in local Federal offices or installations during the fiscal year involved, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the CSC. (See Manual, section 3.52.)

4.5 ORGANIZING THE LOCAL CAMPAIGN. The local Federal coordinating group should designate a CFC Committee from among its principal members to give top policy leadership and direction to the planning and conduct of the combined campaign. Any of the authorities assigned to the group in this plan may be redelegated to the CFC Committee.

Employee representatives should be appointed to the CFC Committee, where possible from among the principal employee organizations recognized in local Federal installations, so as

¹ See Manual, section 2.61c.

² An Eligibility Committee of Federal management and employee representatives annually screens applicants for fund-raising privileges, using comprehensive standards relating to program worth, administrative integrity, and financial responsibility. Agencies recognized for the current fiscal year are listed in Appendix E.

to insure employee participation in the planning and conduct of the campaign.

The chairman of the CFC Committee should initiate action promptly to organize and plan for the local combined campaign. Immediate action steps suggested are as follows:

1. Meet with the principal representatives of the authorized campaign organizations in the local area, i.e., the local united fund or community chest, the national health agencies, the international service agencies and, in communities where it has a separate Federal campaign, the Red Cross. Attempt to enlist their cooperation in the combined campaign.

2. Establish a local joint work group of Federal and voluntary agency representatives. Its purpose is to assemble necessary information and data, plan the detailed arrangements, identify and attempt to resolve any policy issues, and prepare the campaign materials. The work group should have a Federal chairman, other management and employee representatives as deemed advisable, and a designated representative from each of the authorized campaign organizations. If participation by the local united fund (community chest and Red Cross at some locations) is delayed because of the need to obtain formal authorization from its board of directors, request designation of a representative on a tentative basis so that preliminary planning can get underway in the meantime.

3. Insure that the joint work group's planning and materials preparation is scheduled and moves ahead rapidly and that detailed arrangements are approved and issues resolved on a timely basis by the Federal coordinating group.

4.6 BASIC CFC GROUND RULES. The arrangements outlined in this part constitute basic ground rules for the Combined Federal Campaign. Certain local variations are specifically authorized in this chapter or where the voluntary groups unanimously agree to modification. Modification of the ground rules in specific instances may be requested by Federal coordinating groups by writing the Office of the Chairman, Civil Service Commission; how-

ever, modifications will be granted only in most exceptional circumstances.

Within the basic ground rules established by the Chairman of the Civil Service Commission, the local Federal coordinating group is authorized to make final decisions on all matters on which the local representatives of the campaign organizations do not reach mutual agreement after a reasonable period of negotiation, such as the details in setting ratios for division of undesignated money, in drafting campaign materials, in relative publicity, etc. The local Federal coordinating group is expected to give thoughtful consideration to the equities involved and the recommendations of each campaign organization on the matters at issue and to render impartial decisions which will promote the purposes of the Combined Federal Campaign.

The local joint work group should proceed promptly to work out and recommend to the Federal coordinating group the detailed arrangements for the campaign, covering the items listed below.

A. Campaign name. The name will be the COMBINED FEDERAL CAMPAIGN. The title should include the year for which contributions are solicited and identification of the locality, as for example: 1970 SAN ANTONIO AREA COMBINED FEDERAL CAMPAIGN.

B. Campaign period. This may be any period not in excess of six weeks between September 1 and November 30.

C. Campaign area. The exact geographic area to be covered by the combined campaign will be determined locally, taking into account past practice and the feasible scope for a single, coordinated campaign. Generally this will be the area that has been used in previous years for a coordinated campaign on behalf of the local united fund or chest. At some locations more than one united fund or chest may be involved. Clear demarcation of the campaign area is necessary, among other reasons in order that the national agency campaigns outside the CFC areas can be conducted without overlap or confusion.

D. *Past contributions data.* Each of the authorized campaign organizations should report its total dollar receipts in the last 3 years from Federal military and civilian personnel in the campaign area established in C above. Compile a separate 3-year total for the united fund or chest, the national health agencies, the international service agencies, and, if it has an independent local Federal campaign, the Red Cross. The ratio of these 3-year totals is the base for setting the ratio for division of undesignated funds or determining voluntary agency goals in the combined campaign.

4.7 DIVISION OF RECEIPTS. A. *Ratio for division of undesignated funds (Regular Method).* Undesignated funds are the dollars donated or pledged in the combined campaign that are not designated to particular beneficiary agencies. The percentage distribution of undesignated funds among the authorized campaign organizations will be predetermined on a basis which gives effect to the past giving experience by Federal contributors in the local campaign area. A 3-year experience period is used so as to avoid severe fluctuations due to special factors affecting contributions in any one year.

The ratio of the total contributions received by each group in their local Federal campaigns during the latest 3-year period will be the basic ratio for division of undesignated funds. The local joint work group may recommend adjustments in this base as needed to accommodate to: (1) inability to compile accurate data on past contributions in the local campaign area, (2) shifts of member agencies from one group to another, (3) a Red Cross emergency or disaster appeal, and (4) any other major circumstance which any of the groups believes should be considered in setting the final ratio. If the campaign organizations cannot agree on the final percentage ratio after a reasonable time for negotiation, the matters at issue will be referred with the recommendations of each organization to the Federal coordinating group for final decision.

B. *Alternative method for distribution of undesignated funds.* As an alternative method for

division of undesignated funds, the campaign organizations may agree on a dollar goal (to be composed of designated and undesignated contributions) for each group based on each group's average receipts over the most recent 3-year period in Federal campaigns in the local area. These goals may be adjusted by an agreed upon percentage—the same for each group—where there is an expectation that the campaign will produce an increase (or decrease) in receipts in comparison with the overall 3-year average. In addition, the local Federal coordinating group may recommend adjustments in the goal for any groups as needed to accommodate to: (1) inability to compile accurate data on past contributions in the local campaign area, (2) shifts of member agencies from one group to another, or (3) a Red Cross emergency or disaster appeal. Where the campaign organizations are unable to agree on the goals, they shall be established by the joint work group.

For purposes of division of receipts, all designated funds will be credited toward the campaign goal of the appropriate voluntary group. Then, undesignated funds shall be added to each group's designated funds as necessary to achieve the group's goal. Undesignated funds remaining after the goal of each group has been achieved shall be distributed among the groups in accord with a predetermined percentage, agreed upon by the campaign organizations or set by the joint work group in the absence of such agreement.

If insufficient funds are raised to meet the campaign goals of all groups, or if the distribution of funds is such that the goals of each group cannot be met, and after all designated money is credited to the goal of the appropriate group, the remaining undesignated funds shall be added to the designated funds of each group in such amounts so as to assure that each group achieves an equal percentage of its predetermined dollar goal, except where a group exceeds that percentage on the basis of designated funds.

4.8 CONTRIBUTOR DESIGNATION. The right to designate will be plainly stated in the contributor's leaflet, but designations will be

neither encouraged nor discouraged by keymen solicitors or in campaign publicity materials and speeches.

The contributor's information leaflet will identify the participating campaign groups and list their member agencies with a brief statement describing each agency's program. The leaflet will tell the contributor how the funds will be divided among the groups and of his right to designate gifts to individual agencies. Several lines will be provided on the pledge form where he may write in such designated gifts. Where the alternative formula for division of undesignated receipts is used, a minimum of five lines for undesignation purposes shall be shown on the pledge card. Since this will increase the space necessary for designation purposes, the reverse side of the pledge card may be used; however, the five designation lines or boxes should appear on the pledge card itself. Separate designations slips should not be used, whichever formula is adopted for divisions of receipts.

Mention will be made in the contributor's leaflet and provision made on the pledge form for designation only to individual agencies, not to campaign groups. If the contributor should write in a group designation, however, such designation will be tabulated and allocated to the group in accordance with the contributor's instructions.

4.9 DOLLAR GOALS. A dollar goal for the overall combined campaign is recommended. Generally, it provides a focus for group spirit and unity of purpose that contributes materially to success. By apportioning the goal equitably among the Federal offices and installations, each agency shares responsibility in the team effort and has a mark to gauge its accomplishment.

In developing the proposed goal, the local work group should take into account past giving experience in local Federal campaigns, the needs and reasonable expectations of the voluntary agencies in the current campaign situation, and the probability of a substantial increase in the level of giving due to the single campaign and payroll payment plan. The objective should be to set a goal that is attainable and which can

be exceeded in an enthusiastic and purposeful campaign.

Dollar goals are not required. An alternative approach, used successfully in some CFCs, is to rely on Fair Share Giving as the principal incentive. For example, the "goal" could be 75 percent participation at the fair-share level.

4.10 FAIR-SHARE GUIDES AND VOLUNTARY GIVING. Suggested fair-share giving guides for the individual contribution should be constructed locally. The guide may be shown in the contributor's leaflet or on the pledge form. It will be accompanied by a statement that the guide is provided because employees often ask for one but that the decision to give and the amount is up to each employee.³ In this connection, Federal agencies are not authorized to furnish individual employees fair-share guide based upon the employee's specific pay or grade; a guide in this form is comparable to an individual quota or assessment which is prohibited.³ The contributor's leaflet or the pledge form must also include the express statement that the employee has the privilege of making his gift confidentially through the use of a sealed envelope which will be delivered without opening to the voluntary agencies.⁴

In the contributor's leaflet and other campaign publicity it will be desirable to emphasize the concept of the single annual campaign, referring to the fact that the contributor's pledge is to cover what he would have given in the three (or four) separate campaigns usually held and to point out that the privilege of extended payment through payroll withholding makes it possible for him to cover a full year's commitments at one time.

The suggested amounts of fair-share gifts should of course be structured in relation to the contributor's ability to give and the scale should be in reasonable relation to the campaign goal and the guides used in local private employment. The guide should show the amount of periodic payroll deduction suggested as appropriate for various pay levels. This may be combined with

³ See Manual, section 6.5.

⁴ See Manual, section 6.6.

or supplemented by guides for cash giving or direct-payment pledges. These are usually represented in terms of percent of annual income, number of hours' pay, or in tabular form showing suggested size of gift in relation to various income levels.

4.11 CENTRAL RECEIPT AND ACCOUNTING FOR CONTRIBUTIONS. The authorized campaign organizations should arrange, by mutual agreement, for a central receipt and accounting point in the local area for CFC contributions. This is essential in order to avoid the need for multiple pledge and report forms, which would greatly complicate on-the-job solicitation procedures, and to provide a central point for receipt of periodic remittances from Federal payroll offices during the ensuing year. Central receipt and accounting can be arranged as a joint operating activity of the campaign organizations; one of them can act as agent for all with a sharing of expenses; or they may be able to obtain volunteer services from a local bank.

The central accounting point will tabulate contributions according to the designations on pledge forms and in accordance with the agreed-upon ratio for division of undesignated funds, furnishing each campaign organization with appropriate detail regarding designations to member agencies. The final audited totals of designated and undesignated contributions to each campaign organization will constitute the ratio for distribution of receipts by the central accounting point. The campaign organizations will be responsible for distribution internally to member agencies in accordance with organization agreements.

The cost of central receipt and accounting (and other identifiable expenses such as for the printing of campaign and publicity materials) will be shared by the campaign organizations under any arrangement that is mutually acceptable to them. To avoid subsequent misunderstandings, they should reach a firm agreement in advance of the campaign specifying the nature of the expenses to be shared, the method of distribution and the time of billing. Generally, expenses should be shared among the organiza-

tions in the same ratio as their total receipts from the campaign based on final audited totals of designated and undesignated contributions. Central accounting and expense-sharing agreements are the responsibility of the campaign organizations, and the Government will not enter into their administration.

The use of voluntary payroll withholding is authorized for military and civilian personnel at CFC locations in addition to the usual methods of cash contribution and direct payment of pledges; however, it is discretionary in the local area whether to provide for direct payment of pledges. Keyman collection of installment pledges is not authorized in view of the availability of the payroll payment system. Cash contributions must be permitted.

4.12 CAMPAIGN AND PUBLICITY MATERIALS. Campaign and publicity materials will be developed in the local area and will be printed and supplied by the campaign organizations. Although the type of materials needed are fairly standard in fund-raising campaigns, the variation from one location to another in size and composition of the campaign organizations and in the detailed policy and operating arrangements makes it impractical to produce materials nationally.

A single Contributor's Information Leaflet, a Pledge Form and a Payroll Withholding Authorization are to be distributed by keymen to each potential contributor. The Pledge Form and Payroll Withholding Authorization may be one form.

The objective should be to provide a simple and attractive package which has fund-raising appeal and essential working information. Treatment should focus on the *combined* campaign and homogeneous appeal without undue use of organization symbols or other distractions that compete for the contributor's attention. Extraneous instructions regarding the routing of forms, tallying contributions, etc. which are primarily for keymen should be avoided. The leaflet, the pledge and the payroll authorization may be combined into a single piece or two pieces, perforated or hinged for separation, if this is deemed desirable.

ELIGIBILITY REQUIREMENTS FOR NATIONAL VOLUNTARY AGENCIES

5.1 PURPOSE. These eligibility requirements are established to insure that:

- a. Only responsible and worthy voluntary agencies are permitted to solicit on the job in Federal installations.
- b. The funds contributed by Federal personnel will be used effectively for the announced purposes of the soliciting agency, and
- c. All recognized national agencies have field organizations capable of participating equitably in the joint campaign arrangements required by the Federal program.

5.2 GENERAL REQUIREMENTS

.21 Type of Agency. Only nonprofit, tax-exempt agencies having specific functions in the fields of health, welfare or recreational services, or in the provision of international services consistent with the policies of the U.S. Government may be approved. Agencies which are supported primarily through united funds and community chests will not be recognized for participation in independent or joint campaigns except with respect to nonfederated communities and the overseas area.

.22 Integrity of Operations. Only agencies having a high degree of integrity and responsibility in the conduct of their affairs will be approved. Funds contributed to such organizations by Federal personnel must be used effectively for the announced purposes of the agency.

.23 Avoidance of Competition. To avoid solicitation competition, approval will not be granted to more than one national health agency within a single field which deals with physical handicap or disease.

.24 National Scope. The agency must demonstrate that:

- a. It is organized on a national scale with a national association which is representa-

tive of its constituent parts and which, through its board of directors, exercises close supervision over the operations and fund-raising policy of its local chapters or affiliates.

- b. It has earned good will and acceptability throughout the United States, particularly in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.
- c. It has enough fund-raising representatives at decentralized locations to be able to enter into full participation with a group of agencies in the conduct of local campaigns throughout the United States.
- d. If a national health agency, it has a well-defined national program involving research, education, and community services with sufficiently developed local chapter or affiliate coverage to implement its national program in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.

.25 Type of Campaign. Approval will be granted only for fund-raising campaigns in support of current operations. Capital fund campaigns are not authorized. Agencies must observe the policy and procedural requirements for fund raising in the Federal service.

5.3 SPECIFIC REQUIREMENTS

.31 Program. An active and necessary program with particular regard to the welfare of the public and the persons served; evidence of consultation and cooperation with established agencies in the same or related fields; and efficient operations.

.32 Volunteer Control. Direction of the organization by an active, voluntary board of directors which serves without compensation,

holds regular meetings, and exercises effective administrative control.

.33 Finances. Maintenance of a financial system which includes accounting procedures acceptable to an independent certified public accountant and conduct of fiscal operations in accordance with a detailed annual budget, prepared and approved at the beginning of the year by the board of directors with prior authorization by the board of any significant variations from the approved budget.

.34 Fund-Raising Practice. Publicity and promotional activities based upon the actual program and operations of the agency; protection afforded against unauthorized use of agency contributors' lists; no payment of commissions for fund-raising; no mailing of unordered tickets or commercial merchandise with a request for money in return; and no general telephone solicitation of the public.

.35 Nondiscrimination. A policy and practice of racial nondiscrimination applicable to persons served by the agency, to agency staff employment and to membership on the agency's governing board, as prescribed in Chapter 7.

.36 Annual Report. Preparation of an annual report to the general public which includes a full description of the agency's activities and the names of chief administrative personnel.

.37 Financial Reports. Preparation of an annual financial report to the general public in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations (developed by the National Health Council and National Assembly for Social Policy and Development) and certification of such report by an independent certified public accountant.

.38 Source of Funds and Costs Report. Filing of special report with Chairman of the Civil Service Commission which discloses the agency's sources of funds, fund-raising expense, and use of net funds in its most recent fiscal year.

5.4 APPLICATION REQUIREMENTS

.41 Exemptions. The American National Red

Cross and local community chests or united funds which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc. are exempt from these application requirements except for the nondiscrimination requirements of paragraph 5.46h and except as follows in connection with the financial reporting requirements of paragraph 5.46k. The United Community Funds and Councils of America as a national organization must conform in their financial reporting to the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations. All reports received by UCFA from local united community funds and councils shall be made in accordance with these Standards. In addition, by January 31 of each year, UCFA will report to the Chairman of the Civil Service Commission on the extent to which the financial reporting and accounting practices of local funds and chests are in accord with the Standards.

.42 Annual Applications. To be considered for solicitation privileges in domestic or overseas campaigns in the Federal service, each national voluntary agency must file application annually.

.43 Time and Place of Filing. Application is filed with the Office of the Chairman, U.S. Civil Service Commission, Washington, D.C. 20415, and must be postmarked on or before ★February 1. Applicants are urged to file as early as possible.★

.44 Eligibility Decisions. Decisions as to eligibility are made by the Chairman, with the assistance of an eligibility committee of government officials and employee organization leaders, and are based upon the information filed with the agency's application and other sources such as reports of the National Information Bureau.

.45 Notice of Decision. Applicants are notified of the decisions on their applications approximately one month after filing.

46 *Form and Content of Application.* Applications shall be filed in the following form, with the information, documents and data specified:

- a. *Corporate Names and Fiscal Year.*
- b. *Origin, Purpose and Structure of Organization.* Furnish information to show agency meets the General Requirements stated in section 5.2. Applications limited to overseas campaign privileges only will be considered under modified requirements for paragraphs 5.24 c and d.
- c. *Chapters, Affiliates or Representatives.* Furnish a list of chapters, affiliates or representatives arranged in alphabetical order by state and, under the state, by cities with chapter, affiliate or representative by names and addresses. If application is for renewal of recognition currently in force a copy of the prior year's listing updated by pen and ink changes is acceptable.
- d. *Program (sec. 5.31).* Outline the program. List the names of other national voluntary agencies which offer similar services covering the whole or a part of the same field of activity and state past and current relationships with such agencies.
- e. *Volunteer Control (sec. 5.32).* Describe board of directors' administrative activity in past year and list board members' names, addresses and businesses or professions.
- f. *Finances (sec. 5.33).* Furnish certification by an independent certified public accountant of compliance with an acceptable financial system.
- g. *Fund-Raising Practice (sec. 5.34).* State compliance with all factors.
- h. *Nondiscrimination.* Furnish written assurance of racial nondiscrimination as prescribed by Chapter 7. If applicant has

filed satisfactory nondiscrimination assurance and has maintained such nondiscriminatory policy or practice without substantial change, further assurance is not required in applications for renewal of recognition.

- i. *Annual Report (sec. 5.36).* Furnish copy of latest annual report.
- j. *Financial Reports (sec. 5.37).* Furnish copy of latest financial report.
- k. *Source of Funds and Costs Report (sec. 5.38).* Furnish a special report with the Chairman of the Civil Service Commission consistent with the reporting requirements of the Standards referred to in section 5.37 which discloses the agency's sources of funds, expenditures by program service and supporting services, separately identifying fund-raising and other expenditures. The report must cover the most recent fiscal year and represent a consolidated statement of national and affiliate income and expenditures. The amount of contributions received from united funds or community chests, from Federal service campaigns, and the total from other sources must be separately identified and shown as a percent of total contributions. Report should be furnished in accordance with the format shown in Appendix C.

5.5 PUBLIC ANNOUNCEMENT OF RECOGNIZED AGENCIES AND ASSIGNED PERIODS. The Chairman of the Civil Service Commission issues a bulletin in the spring of each year to announce the names of all voluntary agencies recognized for the ensuing fiscal year and to specify the periods assigned for their solicitations within the Federal service. The annual fund-raising bulletin is included in the APPENDIX.

AGENCY FUND-RAISING PROGRAM COORDINATORS

- Agriculture
 - *Joseph M. Robertson
- American Battle Monuments Commission
 - Harvey E. Conway
- Atomic Energy Commission
 - *John V. Vinciguerra
- Board of Governors, Federal Reserve System
 - John J. Hart
- Bureau of the Budget
 - *Mrs. Verna Baldwin
- Central Intelligence Agency
 - Robert S. Wattles
- Civil Aeronautics Board
 - John W. Dregge
- Civil Service Commission
 - David F. Williams
- Commerce
 - Larry A. Jobe
- Council of Economic Advisers
 - Charles B. Warden, Jr.
- Department of Defense
 - Office of the Secretary
 - *Everett L. Butler
 - Department of the Army
 - *James T. Bedsole
 - *Lt. Col. Henry Morse
 - Department of the Navy
 - *Mrs. Mary Miller
 - *Lt. Cmdr. E. J. McGuire, USN
 - Department of the Air Force
 - *John A. Lang, Jr.
 - *Lt. Col. H. Allan Davis, Jr.
- Emergency Preparedness Office of
 - William B. Rice
- Export-Import Bank
 - John R. Crown
- Farm Credit Administration
 - Jon F. Greeneisen
- Federal Communications Commission
 - Ben F. Waple
- Federal Deposit Insurance Corporation
 - Floyd E. Tift
- Federal Home Loan Bank Board
 - Charles M. Dullin
- Federal Mediation & Conciliation Service
 - Jack R. George
- Federal Power Commission
 - W. N. Campbell
- Federal Trade Commission
 - John A. Delaney
- Foreign Claims Settlement Commission
 - Marion J. Coltrin
- General Accounting Office
 - *Herschel J. Simmons
- General Services Administration
 - *James W. Hargrove
- Government Printing Office
 - Virgil W. Potts
- Health, Education, and Welfare
 - *Bernard Sisco
- Housing and Urban Development
 - *Lewis E. Williams
- Interior
 - *George E. Robinson
- Interstate Commerce Commission
 - Bernard F. Schmid
- Justice
 - John W. Adler
- Labor
 - Leo R. Werts
- Library of Congress
 - Elizabeth W. Ridley
- National Aeronautics and Space Administration
 - Charles G. Haynes
- National Capital Housing Authority
 - Donald P. Libera
- National Capital Planning Commission
 - Wilmer C. Dutton, Jr.
- National Capital Transportation Agency
 - J. Neal Tomey
- National Labor Relations Board
 - Daniel E. Matthews
- National Mediation Board
 - Thomas A. Tracy
- National Science Foundation
 - *Calvin Jones
- Panama Canal Company
 - *Col. R. S. Hartline
- Post Office
 - *Kenneth A. Housman
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 - Howard W. Habermeyer
- Renegotiation Board
 - Harold E. Stone
- Securities and Exchange Commission
 - William E. Becker
- Selective Service System
 - Lt. Gen. Lewis B. Hershey, USA

*Also member of Fund-Raising Policy Committee.

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Smithsonian Institution
E. L. Roy
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State
Idar Rimestad
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Charles F. Dirlam
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*Paul McDonald
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Lloyd Wright
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See footnote on preceding page.

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American Federation of Government Employees	Mr. John F. Griner President
Government Employee's Council (AFL-CIO)	Mr. John A. McCart Operations Director
International Association of Machinists and Aerospace Workers	Mr. William H. Ryan National Coordinator, Government Employees Department
National Alliance of Postal Employees	Mr. Charles Braxton Administrative Assistant
National Association of Internal Revenue Employees	Mr. George A. Bursach Executive Secretary-Treasurer
National Association of Letter Carriers	Mr. James H. Rademacher President
National Federation of Federal Employees	Mr. Nathan T. Wolkomir President
National Postal Union	Mr. David Silvergield President
United Federation of Postal Clerks	Mr. Francis S. Filbey President

FIELD COORDINATING GROUPS

The jurisdiction of local Federal coordinating groups ordinarily coincides with the campaign area of the local united fund or community chest. At some locations, coordination extends over a wider area. The designation (CFC) after place names indicates locations where a Combined Federal Campaign was held in fall 1968.

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FEDERAL FUND-RAISING MANUAL

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NEW YORK—Continued

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WYOMING—Continued

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Balboa Heights, Canal Zone

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★1969-70 FUND-RAISING BULLETIN

To the Heads of Executive Departments and Agencies

The voluntary agencies recognized by the Chairman of the Civil Service Commission, in accordance with Executive Order 10927, for on-the-job solicitation privileges in the Federal service during fiscal year 1970 are listed in this bulletin. Their worthwhile efforts on behalf of all Americans merit a generous voluntary contribution from Federal personnel. The Eligibility Committee has determined that each one meets established requirements as to program objective, administrative integrity, and financial responsibility.

The assigned periods for the 1969-70 campaigns and the locations and conditions under which solicitation privileges may be exercised are as specified in section 3.5 of the Federal Fund-Raising Manual, except as modified by the instructions in Chapter 4, THE COMBINED FEDERAL CAMPAIGN, and Chapter 7, NON-DISCRIMINATION REQUIREMENTS.

RECOGNIZED CAMPAIGNS AND AGENCIES

1. LOCAL COMMUNITY CHESTS, UNITED FUNDS, AND OTHER FEDERATED GROUPS which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc.
2. THE AMERICAN NATIONAL RED CROSS
(Domestic and overseas areas)
3. FEDERAL SERVICE CAMPAIGN FOR THE NATIONAL HEALTH AGENCIES
(Domestic and overseas areas)
American Cancer Society, Inc.
American Heart Association, Inc.
Arthritis Foundation
- Muscular Dystrophy Associations of America, Inc.
- National Association for Mental Health, Inc.
- National Association for Retarded Children, Inc.
- National Cystic Fibrosis Research Foundation
- National Foundation-March of Dimes
- National Kidney Foundation
- National Multiple Sclerosis Society
- National Society for Crippled Children and Adults, Inc.
- National Society for the Prevention of Blindness
- United Cerebral Palsy Associations, Inc.
4. INTERNATIONAL SERVICE AGENCIES
(Domestic area only)
American-Korean Foundation, Inc.
CARE, Inc.
Planned Parenthood-World Population
Project HOPE (People-to-People Health Foundation, Inc.)
5. INTERNATIONAL SERVICE AGENCIES
(Overseas area only)
American-Korean Foundation, Inc.
American Social Health Association
CARE, Inc.
International Rescue Committee, Inc.
International Social Service, Inc.
National Recreation and Park Association
Planned Parenthood-World Population
Project HOPE (People-to-People Health Foundation, Inc.)
United Seamen's Service, Inc.
United Service Organizations, Inc. (USO) ★

S/S C9

ARMY REGULATION }
No. 600-29

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 17 August 1966

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

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Appendix:	
A. Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies.....	
B. Plan for DOD Overseas Combined Federal Campaign.....	

1. General. Local and national health, welfare, and emergency relief organizations depend upon voluntary contributions to achieve successfully their objectives. Department of the Army military and civilian personnel, as individual citizens and as members of the community in which they live, should assume their respective share of the responsibility for supporting these activities. Accordingly, each military member and each civilian employee of the Department of the Army will be given the opportunity through on-the-job solicitations, to make voluntary contributions to recognized voluntary health and welfare agencies under policies and procedures prescribed by this regulation.

2. Purpose. This regulation implements within the Department of the Army the Government-wide policy and procedures prescribed by the United States Civil Service Commission Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies (app. A).

3. Policy. *a.* The policy of the Department of the Army is that the program, practices, and procedures prescribed in the Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies will be applied by all components of the Department of the Army to authorized fund-raising solicitations at Army

installations and activities without variation except as provided in paragraph 4.

b. The general policies and guidance established by this regulation will serve as the basis for all fund-raising conducted within the military community.

4. Responsibility. Heads of Departments of the Army headquarters staff agencies and commanders of installations will—

a. Cooperate with and assist recognized voluntary health and welfare organizations, and representatives of or authorized organizations of representatives of other Federal agencies, as appropriate, in the arrangements for and conduct of authorized solicitations, as required to meet the provisions of the Federal Fund-Raising Manual and the needs of the local communities.

b. Assume the responsibilities and enforce the requirements on racial nondiscrimination (app. F to app. A).

c. Assure that contributions to fund drives are made on a truly voluntary basis. The clear purpose of the Executive order and the Federal Fund-Raising Manual is to insure voluntary support on the part of military and civilian personnel in the recognized annual fund drives conducted in the United States and overseas.

*This regulation supersedes AR 600-29, 23 August 1963, including C 1, 7 January 1964; C 2, 14 September 1964; C 3, 4 June 1965; C 4, 4 August 1965; C 5, 21 October 1965; C 6, 18 February 1966; C 7, 8 April 1966; C 8, 9 June 1966; and C 9, 21 July 1966.

d. Assure that each contributor has the privilege of making his gift confidentially without fear of censure or criticism.

e. Assure that the listing of individual gifts of participants who have not chosen to avail themselves of the confidential envelope procedure is used only as a control measure for the purpose of routine collection and forwarding of contributions. It will not be used to permit supervisory consideration of the amount of such gifts or in any supervisory discussion with a military member or civilian employee on such a matter.

f. Prohibit any assignment of a dollar goal or quota for each of the ranks and grades of personnel participating in a drive. The drive can and should properly stress the desirability of 100 percent participation; however, competition between units, harassment of the contributors, or any practice that involves compulsion, coercion, or reprisal directed to the individual serviceman or civilian employee because of the size of his contribution or his failure to contribute will not be condoned.

g. Follow the Campaign Guidelines for Voluntary Giving (app. D to app. A) with the following modification:

(1) *Item I*—The assignment of dollar goals at the activity or installation level and at appropriate subordinate organizational levels is authorized except when less than 10 persons are involved or when the majority of Federal agencies represented in a local community determine that such an assignment will not be required. Where "Fair-Share Giving Guides" are included in campaign materials furnished by voluntary agencies, insure that such guides are not misrepresented as *individual* assessments or quotas.

(2) *Item R*—Judiciously limit the presentation of awards, plaques, and commendations, as well as similar techniques, such as comments on efficiency report, recognizing outstanding participation by commanding officers, office chiefs, and leaders of fund drives to preclude generating competition which may result in direct or indirect coercion.

5. Solicitation overseas. *a.* Beginning with fiscal year 1967, there will be a single combined

Federal campaign conducted among U.S. Army personnel located in all overseas commands, installations, and activities, except the Panama Canal Zone, Hawaii, and the Commonwealth of Puerto Rico, in accordance with instructions contained in appendix B, Plan for DOD Overseas Combined Federal Campaign.

b. Commanders and heads of installations and activities overseas may modify the accounting and reporting for on-the-job contributions collected during solicitations to the degree that they do not violate the policies and principles of the manual and are consistent with the accounting and reporting provisions of the plan contained in appendix B.

c. Major overseas commanders will take the necessary action to accomplish distribution of all educational material, operational forms, and envelopes for Federal campaigns furnished by the participating voluntary agencies to all Army activities within the geographical limits of their command except MAAG's, missions, and attachés.

6. Deferred payments of contributions.

Commanders and heads of Department of the Army installations located in the fifty United States, the Panama Canal Zone, and the Commonwealth of Puerto Rico may, at their discretion and in accordance with the provisions of the Federal Fund-Raising Manual, provide for keyman collection of installment pledges in campaigns when the voluntary agencies involved provide for deferred payments of contributions. Payment through payroll deductions is not authorized except in a Combined Federal Campaign.

7. Internal welfare solicitations. Solicitations by private organizations of Department of the Army military and civilian personnel among their membership for organizational support or for benefit or welfare funds for their members are excepted from the Federal program by section 3 of EO 10927, contained in appendix A. However, such solicitations will be conducted in accordance with the basic policies and procedures of the program and at times which do not conflict with the periods reserved for the campaigns of recognized national voluntary agencies.

a. The Army Emergency Relief and Army Relief Society may make solicitation among their membership for the welfare and relief of their members in accordance with AR 910-10.

b. Local commanders may authorize on-post private organizations to conduct fund-raising campaigns for installation welfare and recreational activities provided that—

- (1) The ultimate beneficiary activities or organizations are private in nature as contemplated in paragraph 2b, AR 230-5;
- (2) These activities or organizations have as their objectives the conduct of welfare and recreational activities limited in scope to the military community;
- (3) These activities or organizations are free from the control and direction of any parent or affiliate organization with respect to the disposition of funds and other assets; and

(4) Contributions are specifically designated and recipient beneficiary is identified.

c. Internal welfare solicitations may be supplemented by appropriate benefits conducted at the discretion of the installation commander. Commanders requested to authorize private organizations to conduct such benefits on-post will be guided by the provisions of paragraph 19, AR 230-60.

8. Communication with Headquarters, Department of the Army. Communications concerning the Federal Fund-Raising Program should be addressed to The Adjutant General, ATTN: AGSC-R, Department of the Army, Washington, D.C. 20310.

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FOREWORD

Government policy has long approved the solicitation of contributions from Federal personnel for the support of voluntary health and welfare agencies in our society. These worthy agencies complement and reinforce our tax-supported institutions in a manner that is vital to the community and the Nation.

The fund-raising program described in this manual was established by the President in response to a need for orderly and effective arrangements for solicitations in the Federal service. It includes special provisions to insure true voluntary giving by civilian employees and members of the armed forces to the organizations that they wish to support.

The worthwhile efforts of our voluntary agencies merit generous contributions from all Federal personnel. I urge the heads of executive departments and agencies to insure that their fund-raising campaigns receive full support in all offices and installations of the government.



JOHN W. MACY, JR.
Chairman

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GENERAL INFORMATION

1.1 **PURPOSE OF THE PROGRAM.** To establish policies and procedures governing the solicitation of Federal military and civilian personnel for contributions to private charitable and other humanitarian organizations.

1.2 **BACKGROUND.** It has long been Government policy to cooperate with and assist voluntary health and welfare agencies to solicit funds from Federal personnel in support of their worthy causes. Some years ago, however, the increasing number of fund drives began to create an administrative burden. Federal officials found themselves besieged by dozens of agencies seeking endorsements and the privilege of soliciting employees on the job. Employees were vexed, and frustrated at the multiplicity of appeals—as many as 10 to 20 a year in some departments. After extensive study of the situation, a uniform program was established in 1956 to limit the number of campaigns and insure true voluntary giving by Federal personnel. The program was monitored by the President's Committee on Fund Raising Within the Federal Service until the committee was abolished and its responsibilities assigned to the Chairman of the U.S. Civil Service Commission by Executive Order 10927 of March 18, 1961.

1.3 **SCOPE.** The program governs all fund raising by private voluntary agencies among Federal employees and members of the armed forces at their places of employment or duty stations. Thus, it is applicable to the 5 million civilian and military personnel of all executive departments and agencies wherever stationed throughout the world. It does not apply to solicitations by organizations of Federal employees or members of the armed forces among their own members for organizational support or for benefit or welfare funds for their members. These solicitations are excepted from the

uniform program by section 3 of Executive Order 10927 and are conducted under rules approved by the head of the department or agency concerned.

1.4 **LEGAL AUTHORITY.** The policies and procedures prescribed in this manual are directed to the heads of all executive departments and agencies under the authority of Executive Order 10927.

1.5 SUMMARY DESCRIPTION OF THE PROGRAM

.51 *Eligibility of National Voluntary Agencies.* National voluntary agencies apply to the Chairman of the Civil Service Commission for on-the-job solicitation privileges in the Federal Government. He issues annually a list of agencies which have been found acceptable under prescribed standards as to program objective, administrative integrity, and financial responsibility.

.52 *Assigned Campaign Periods.* Federal fund-raising campaigns are assigned to fall, winter, or spring periods. In the United States, generally the fall period is allocated to united funds, community chests, or other local federated groups; the winter period to national health agencies and international ★service★ agencies; and the month of March to the American Red Cross, except in communities where it participates in a local united fund. Overseas, the fall is assigned to international ★service★ agencies, the winter to national health agencies, and the March period to the Red Cross.

.53 *Joint Arrangements.* Recognized national voluntary agencies which have been assigned to the same period are required to coordinate solicitation arrangements at all locations where they run campaigns. Thus, for example, the winter period in the United States has concurrent campaigns by a group of national health agen-

cies and a group of international ★service★ agencies. Group campaigns are developed by the participating agencies under administrative arrangements which provide for individual agency identification, educational opportunities for each agency, and allocation of contributions in accordance with the specific designations by donors.

★.54 Combined Federal Campaign. All campaigns may be consolidated into a single annual drive with payroll deductions at locations where the local united fund, community chest or other local federated group consents to participate in a Combined Federal Campaign under the arrangements described in Appendix G.★

.55 Decentralized Operations. Voluntary agency representatives initiate campaigns in their assigned periods by direct contact with the heads of Federal offices and installations in local communities. Each Federal agency conducts a personal solicitation among its employees, using campaign materials, supplies and speakers furnished by the voluntary agencies.

.56 Voluntary Solicitation Methods. Employee solicitations are conducted during duty hours using methods which permit true volun-

tary giving and reserve to the individual the option of disclosing his gift or keeping it confidential.

.57 Off-the-job Solicitation. Many worthy voluntary agencies do not participate in the on-the-job program because they do not wish to join in its coordinated arrangements or because they cannot meet the requirements for eligibility. Such agencies may, of course, solicit Federal employees at their homes, as they do other citizens of the community, or appeal to them through union, veteran, civic, professional or other private organizations to which they belong. In addition, limited arrangements may be made for off-the-job solicitation on military installations and at entrances to Federal buildings.

1.6 GENERAL POLICY ON CIVIC ACTIVITY. Federal personnel are encouraged to participate actively in the work of recognized voluntary agencies—as members of policy boards or committees, heads of local campaign units, or volunteer workers—to the extent consistent with agency policy and prudent use of official time. They are encouraged, also, to devote as much of their private time as possible to such volunteer work in the public interest.

ORGANIZATION AND FUNCTIONAL RESPONSIBILITIES

NATIONAL LEVEL

2.1 DEVELOPMENT OF POLICY AND PROCEDURES

.11 *Chairman of the Civil Service Commission.* The Chairman is responsible under Presidential authority for establishing fund-raising policies and procedures in the executive branch. With the advice of interested organizations and the Federal departments and agencies, he makes all basic policy, procedural, and eligibility decisions for the program.

.12 *Advisory Council.* The Council is composed of four members appointed by the Chairman to assist and advise him in the development of policies, procedures, and eligibility requirements. Its membership is representative of the voluntary agencies which participate in the Federal program, as follows:

- a. The President of the American National Red Cross.
- b. The President of the United Community Funds and Councils of America, Inc.
- c. The President of a participating national health agency, as designated on a rotating basis.
- d. The President of a participating international agency, as designated on a rotating basis.

.13 *★Policy Committee.★* Appointed by the Chairman, this group provides direct working participation by Federal agencies and employee organizations in the development of the program. It is composed of a selected number of Fund-Raising Program Coordinators from the executive departments and agencies and the presidents, or their personal representatives, of the largest employee organizations in the Federal service. It acts through general meetings and ad hoc working committees.

.14 *Eligibility ★Committee.* The Eligibility Committee★ consists of a chairman and four

members selected by the Chairman from the membership of the ★Policy Committee★. It is responsible for recommending to the Chairman:

- a. Eligibility determinations on national voluntary agencies.
- b. Assignment of campaign periods.
- c. Decisions on emergency or disaster appeals.
- d. Decisions on jurisdiction under section 3 of the Executive Order, i.e. whether a special agency solicitation is properly exempt from the Federal program.
- e. Modification of eligibility standards and requirements as needed.

2.2 PROGRAM ADMINISTRATION

.21 *Federal Agency Heads.* The head of each executive department and agency is responsible for:

- a. Seeing that voluntary fund-raising within his department or agency is conducted in accordance with the policies and procedures prescribed by this manual.
- b. Designating a top-level representative as Fund-Raising Program Coordinator to work with the Chairman of the Civil Service Commission as necessary in the administration of the fund-raising program within his department or agency.

.22 *Fund-Raising Program Coordinators.* The responsibilities of agency Fund-Raising Program Coordinators are to:

- a. Cooperate with the Chairman of the Civil Service Commission and the representatives of national voluntary agencies in the development and operation of the program.
- b. Maintain direct liaison with the Office of the Chairman in the administration of the program.
- c. Publicize program requirements throughout the department or agency.
- d. Answer inquiries about the program from

officials and employees of the department or agency and from external sources.

- e. Investigate and arrange for any necessary corrective action on complaints alleging violation of program requirements within offices or installations of the department or agency.

A list of the Fund-Raising Program Coordinators is included in the APPENDIX.

2.3. PROGRAM COORDINATION. The Office of the Chairman, Civil Service Commission, coordinates the administration of the fund-raising program by the departments and agencies and maintains liaison with national voluntary agencies.

LOCAL COMMUNITY LEVEL

2.4 LOCAL VOLUNTARY AGENCY REPRESENTATIVES. State and local representatives of the recognized voluntary agencies are furnished policy and procedural guidance on the Federal program by their national organizations. They are responsible for:

- a. Initiating local campaigns in the Federal establishment.
- b. Furnishing educational and other campaign materials, speakers, and operational forms and envelopes appropriate to the Federal program.

2.5 LOCAL FEDERAL AGENCY HEADS. The heads of local Federal offices and installations are furnished the instructions in this manual by direction from the heads of their departments and agencies. They are responsible for:

- a. Cooperating with State or local representatives of approved voluntary agencies and with the local Federal coordinating group, where one exists, in organizing local Federal campaigns.
- b. Undertaking official campaigns within their offices or installations and providing active and vigorous support with equal emphasis for each authorized campaign.
- c. Seeing that personal solicitations on the job are organized and conducted in accordance with the procedures in Chapter 5.
- d. Insuring that authorized campaigns are

kept within reasonable administrative limits of official time and expense.

- ★e. The head of the local Federal installation having the largest number of civilian and military personnel is responsible for administering the nondiscrimination requirements of Appendix F in his local area if no local Federal coordinating group exists.★

2.6 LOCAL FEDERAL COORDINATING GROUPS. In local areas where there are a number of Federal offices and installations some interagency coordination is necessary in order to achieve effective community-wide campaigns and to improve general understanding and compliance with the program. The responsibility for local coordination is assigned by the Chairman of the Civil Service Commission to existing organizations of Federal agency heads where possible and to special committees at other locations where coordination is needed.

.61 *Authorized Groups.* Coordinating responsibility is assigned to the following organizations:

- a. *Federal Executive Boards.* These boards exist in principal cities of the United States for the purpose of improving executive branch cooperation. They are composed of local Federal agency heads who have been designated by the heads of their departments and agencies under authority of the President's Memorandum of November 10, 1961.
- b. ★*Federal Executive Associations and Business Associations.* These are self-organized associations of local Federal officials which exist at many points of Federal concentration for the purpose of general interagency cooperation, under the authority of a letter from the Chairman of the Civil Service Commission, dated September 2, 1965.★
- c. *Fund-Raising Program Coordinating Committees.* These committees are established in other communities as needed, under the authority of E.O. 10927. Leadership in organizing such a committee is the responsibility of the head of the local Federal installation having the

CAMPAIGN ARRANGEMENTS FOR VOLUNTARY AGENCIES

3.1 TYPES OF VOLUNTARY AGENCIES. Voluntary agencies are private, self-governing organizations financed primarily by contributions from the public. Some are national in scope, with a national organization and state or local chapters or affiliates. Others are primarily local both in form of organization and extent of services. The Federal program involves solicitation arrangements for four broad categories of such agencies:

- a. Local health, welfare, or recreational service agencies, such as visiting nurse associations, homes and clinics for children and the aged, and neighborhood centers for youth recreation and guidance.
- b. National and international welfare, recreational service and emergency relief—the American National Red Cross.
- c. National health agencies providing research and public education on a national basis in addition to local services, such as the American Cancer Society and American Heart Association.
- d. National agencies having an international ★service★ function which involves health, welfare or freedom-building programs in foreign countries, such as CARE and Project HOPE.

3.2 TYPES OF FUND-RAISING METHODS. The methods used by voluntary agencies in public fund raising are usually characterized as federated or independent. A *federated* campaign typically is one conducted by a local community chest, or by a united fund when the local Red Cross chapter participates. In these cases local voluntary agencies join contractually into a single organization for fund-raising purposes. Usually they also admit local chapters or affiliates of some national agencies as participating members. An *independent* campaign is one conducted by a local or national voluntary agency through its own fund-raising organization. Some national agencies conduct only in-

dependent campaigns, as a matter of agency policy. Others campaign independently or participate in federation depending upon local circumstances and the admission policies of local federated groups.

3.3 CONSIDERATIONS IN MAKING FEDERAL ARRANGEMENTS. With the number of worthy voluntary agencies and their major differences in organization and fund-raising policy, coordinated arrangements are necessary in order to provide Federal employees an opportunity, within reasonable administrative expense, to contribute to the agencies of their choice. Basic arrangements are made nationally in view of the national scope of many of the voluntary agencies. Campaign operations are decentralized under provisions that accommodate to the varying situations in local communities. Both federated and independent fund-raising policies are supported since each responds to a legitimate purpose of the voluntary agencies involved. However, in order to keep the number of on-the-job solicitations to the practical minimum independent appeals must be grouped into joint campaigns of agencies having similar characteristics, e.g. the National Health Agencies, the ★International Service Agencies★ and the American Overseas Campaign.

3.4 DEFINITION OF TERMS USED IN FEDERAL ARRANGEMENTS

.41 *Domestic Area.* The 50 United States, the Panama Canal Zone, and the Commonwealth of Puerto Rico.

.42 *Overseas Area.* All other points in the world where Federal employees or members of the armed forces are stationed.

.43 *Federated Community.* A location within the domestic area where a federated fund-raising program is operated by national and local voluntary agencies through a community

chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc. ★and which meets the nondiscrimination requirements prescribed in Appendix F.★

44 Nonfederated Community. A location within the domestic area where there is no federated fund-raising program or where the federated program does not include any national voluntary agency of the types defined in paragraphs 3.45 and 3.46 ★or does not meet the nondiscrimination requirements prescribed in APPENDIX F.★

45 Recognized National Voluntary Agency. An agency which has been declared eligible by the Chairman of the Civil Service Commission for participation in independent or joint campaigns in the Federal establishment.

46 National Voluntary Agency "Supported Primarily through United Funds and Community Chests." An agency which generally solicits within the Federal establishment as a participating member of community chests, united funds or other local federated groups which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc., for example, United Service Organizations, Inc. (USO). Such an agency is not recognized for participation in independent or joint campaigns except with respect to nonfederated communities and the overseas area.

3.5 POLICIES GOVERNING FEDERAL ARRANGEMENTS

.51 Campaign Arrangements Established Nationally. The basic campaign arrangements in this chapter have been established by the Chairman of the Civil Service Commission after consultation with representatives of national voluntary agencies, the executive departments and agencies, and Federal employee organizations. Commitments are made nationally in order to make it possible for the independent national voluntary agencies to develop and administer joint campaigns in the Federal establishment. Therefore, local Federal agency heads are not

authorized to vary from the established arrangements except to the extent that local variations are expressly provided for.

.52 Number of Solicitations. Not more than three solicitations on the job will be made annually at any location, on behalf of voluntary health, welfare, or international ★service★ agencies, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the Civil Service Commission. At locations where the Red Cross participates in a local federated campaign not more than two such solicitations will be made annually. ★Only one solicitation will be made at locations where there is a Combined Federal Campaign.★

.53 No Duplicate or Supplemental Campaigns. No voluntary agency may be permitted to solicit Federal personnel at place of employment or duty station more than once in any year except in the case of an approved emergency or disaster appeal.

.54 Responsible Conduct. Solicitation privileges may be withdrawn from a voluntary agency at any time by the Chairman of the Civil Service Commission, after due notice and opportunity for consultation, in the event it fails to adhere to the eligibility requirements, policies and procedures of the Federal program.

.55 Federated Campaigns.

.551 Authorization. A local community chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc., ★and meets the nondiscrimination requirements prescribed in Appendix F★ is authorized on-the-job solicitation privileges in its local campaign area.

.552 Other Agencies Excluded. In a federated community as defined in paragraph 3.43, local voluntary agencies and national voluntary agencies "supported primarily through united funds and community chests" are not authorized to solicit on the job except as participating members of the local fund or chest.

.553 Single Fund-Raising Agency. A local community chest, united fund or other local

ELIGIBILITY REQUIREMENTS FOR NATIONAL VOLUNTARY AGENCIES

4.1 **PURPOSE.** These eligibility requirements are established to insure that:

- a. Only responsible and worthy voluntary agencies are permitted to solicit on the job in Federal installations.
- b. The funds contributed by Federal personnel will be used effectively for the announced purposes of the soliciting agency, and
- c. All recognized national agencies have field organizations capable of participating equitably in the joint campaign arrangements required by the Federal program.

4.2 GENERAL REQUIREMENTS

.21 Type of Agency. Only nonprofit, tax-exempt agencies having specific functions in the fields of health, welfare or recreational services, or in the *provision* of international *services* consistent with the policies of the U.S. Government may be approved. Agencies which are supported primarily through united funds and community chests will not be recognized for participation in independent or joint campaigns except with respect to nonfederated communities and the overseas area.

.22 Integrity of Operations. Only agencies having a high degree of integrity and responsibility in the conduct of their affairs will be approved. Funds contributed to such organizations by Federal personnel must be used effectively for the announced purposes of the agency.

.23 Avoidance of Competition. To avoid solicitation competition, approval will not be granted to more than one national health agency within a single field which deals with physical handicap or disease.

.24 National Scope. The agency must demonstrate that:

- a. It is organized on a national scale with a national association which is representative of its constituent parts and which,

through its board of directors, exercises close supervision over the operations and fund-raising policy of its local chapters or affiliates.

- b. It has earned good will and acceptability throughout the United States, particularly in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.
- c. It has enough fund-raising representatives at decentralized locations to be able to enter into full participation with a group of agencies in the conduct of local campaigns throughout the United States.
- d. If a national health agency, it has a well-defined national program involving research, education, and community services with sufficiently developed local chapter or affiliate coverage to implement its national program in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.

.25 Type of Campaign. Approval will be granted only for fund-raising campaigns in support of current operations. Capital fund campaigns are not authorized. Agencies must observe the policy and procedural requirements for fund raising in the Federal service.

4.3 SPECIFIC REQUIREMENTS

.31 Program. An active and necessary program with particular regard to the welfare of the public and the persons served; evidence of consultation and cooperation with established agencies in the same or related fields; and efficient operations.

.32 Volunteer Control. Direction of the organization by an active, voluntary board of directors which serves without compensation, holds regular meetings, and exercises effective administrative control.

.33 Finances. Maintenance of a financial system which includes accounting procedures acceptable to an independent certified public accountant and conduct of fiscal operations in accordance with a detailed annual budget, prepared and approved at the beginning of the year by the board of directors with prior authorization by the board of any significant variations from the approved budget.

.34 Fund-Raising Practice. Publicity and promotional activities based upon the actual program and operations of the agency; protection afforded against unauthorized use of agency contributors' lists; no payment of commissions for fund-raising; no mailing of unordered tickets or commercial merchandise with a request for money in return; and no general telephone solicitation of the public.

★.35 Nondiscrimination. A policy and practice of racial nondiscrimination applicable to persons served by the agency, to agency staff employment and to membership on the agency's governing board, as prescribed in Appendix

F.★

.36 Annual Report. Preparation of an annual report which includes a full description of the agency's activities and the names of chief administrative personnel.

.37 Financial Reports. Preparation of financial reports in reasonable detail, certified by an independent certified public accountant.

.38 Source of Funds and Costs Report. Filing of special report with Chairman of the Civil Service Commission which discloses the agency's sources of funds, fund-raising expense, and use of net funds in its most recent fiscal year.

4.4 APPLICATION REQUIREMENTS

.41 Exemptions. The American National Red Cross and local community chests, united funds or other federated groups which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc. are exempt from these application requirements ★except for the non-discrimination requirements of paragraph 4.46h.★

.42 Annual Application. To be considered for solicitation privileges in domestic or overseas campaigns in the Federal service, each national voluntary agency must file application annually.

.43 Time and Place of Filing. Application is filed with the Office of the Chairman, U.S. Civil Service Commission, Washington, D.C., 20415, and must be postmarked on or before March 1. Applicants are urged to file in January or early February if possible.

.44 Eligibility Decisions. Decisions as to eligibility are made by the Chairman, with the assistance of an eligibility ★committee★ of government officials and employee organization leaders, and are based upon the information filed with the agency's application and other sources such as reports of the National Information Bureau.

.45 Notice of Decision. Applicants are notified of the decisions on their applications approximately one month after filing.

.46 Form and Content of Application. Applications shall be filed in the following form, with the information, documents and data specified:

- a. Corporate Names and Fiscal Year.
- b. Origin, Purpose and Structure of Organization. Furnish information to show agency meets the General Requirements stated in section 4.2. Applications limited to overseas campaign privileges only will be considered under modified requirements for paragraphs 4.24 b, c, and d.
- c. Chapters, Affiliates or Representatives. Furnish a list of chapters, affiliates or representatives arranged ★in alphabetical order by state and, under the state, by cities with chapter, affiliate or representative by names and addresses. If application is for renewal of recognition currently in force a copy of the prior year's listing updated by pen and ink changes is acceptable.★
- d. Program (sec. 4.31). Outline the program. List the names of other national voluntary agencies which offer similar services covering the whole or a part of the

- same field of activity and state past and current relationships with such agencies.
- e. *Volunteer Control (sec. 4.32)*. Describe board of directors' administrative activity in past year and list board members' names, addresses and businesses or professions.
 - f. *Finances (sec. 4.33)*. Furnish certification by an independent certified public accountant of compliance with an acceptable financial system.
 - g. *Fund-Raising Practice (sec. 4.34)*. State compliance with all factors.
 - h. ★*Nondiscrimination*. Furnish written assurance of racial nondiscrimination as prescribed by APPENDIX F. If applicant filed satisfactory nondiscrimination assurance for the fiscal year beginning July 1, 1965 and has maintained such nondiscriminatory policy or practice without substantial change, further assurance is not required in applications for renewal of recognition.★
 - i. *Annual Report (sec. 4.36)*. Furnish copy of latest annual report.
 - j. *Financial Reports (sec. 4.37)*. Furnish copy of latest financial report.
 - k. *Source of Funds and Costs Report (sec. 4.38)*. ★Furnish report in appropriate format as shown in the APPENDIX: Format A for national health agencies, Format B for international service agencies.★
- 4.5 PUBLIC ANNOUNCEMENT OF RECOGNIZED AGENCIES AND ASSIGNED PERIODS. The Chairman of the Civil Service Commission issues a bulletin in the spring of each year to announce the names of all voluntary agencies recognized for the ensuing fiscal year and to specify the periods assigned for their solicitations within the Federal service. The annual fund-raising bulletin is included in the APPENDIX.

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CAMPAIGN PRACTICES AND PROCEDURES

5.1 PURPOSE OF AUTHORIZED CAMPAIGNS. The program for fund raising within the Federal service is in recognition of the importance of voluntary agencies in our free society—agencies which complement and strengthen our tax-supported services in a manner which is vital to the well-being of the American people. Their voluntary services to human needs—in local communities and on the national and international scene—depend upon contributions of funds from the public. And the primary source is employed persons—those with jobs and regular income who recognize a social and civic responsibility to share in helping their fellow man. Solicitation of employees on the job is authorized in the Federal service, as in most other large organizations, in order to assist voluntary agencies in obtaining the funds to continue their worthy programs. Thus, the purpose of our approved campaigns is to familiarize Federal personnel with the human needs that are being met by voluntary programs and to encourage them to contribute a fair amount of the financial support required.

5.2 TRUE VOLUNTARY GIVING. True voluntary giving is the free response of an individual to an appeal which gives him full knowledge of the human needs at stake and encourages him to contribute generously in relation to his financial ability and his responsibility as a good citizen.

Before the present program was inaugurated, the lack of official guidelines for the conduct of campaigns had resulted in employee complaints—warranted or unwarranted—about coercion by management personnel to force contributions on an involuntary basis. The President's concern that this not occur forms the basis for the express injunction of Executive Order 10927 that fund-raising arrangements "shall permit true voluntary giving and reserve to the individual the option of disclosing his gift or keeping it confidential." Any practice that involves compulsion, coercion, or reprisal directed to the individual serviceman or civilian employee because of the size of his contribution or his failure to contribute has no place in the

Federal program. Coercive practices debase the spirit and purpose and violate the letter of the Executive Order.

It is incumbent upon the heads of Federal offices and installations to see that management and supervisory personnel and other campaign workers are expressly informed of the President's policy. Negative practices are no substitute for the organized, intensive encouragement of voluntary contributions which is contemplated by the Federal program.

★Employees should be informed that if they believe that in violation of the President's policy they have been subjected to compulsion, coercion or reprisal in connection with a fund-raising appeal for voluntary agencies, they may file a complaint under the agency's grievance procedure or, at their option, they may file a complaint directly with the Civil Service Commission without going through the grievance procedure.★

5.3 CAMPAIGN OBJECTIVES

- a. To inform Government people of the essential role that voluntary agencies play in the community and the nation and their need for public support.
- b. To provide an opportunity for every individual to donate to specific worthy agencies for purposes with which he is familiar and which he wants to support.
- c. To seek 100 percent voluntary participation while preserving the individual's right to give or not to give.
- d. To stimulate generous giving in relation to the ability of the giver while preserving his right to give in a confidential manner if he chooses to do so.

5.4 ORGANIZATION FOR SOLICITATION

41 Management and Employee Organization Support. The importance of meeting human needs through our voluntary agencies and of assisting Federal personnel to discharge their social and civic responsibility without fear of coercion calls for solid understanding, backing and cooperation from all levels of management

and from employee organizations. The head of each Federal installation is responsible for providing local leadership to each authorized campaign by:

- a. Cooperating with voluntary agency representatives and the heads of other Federal agencies in the communitywide effort.
- b. Advance planning and activation of an effective campaign organization in his own installation.
- c. Enlisting the participation and support of employee organization leaders where possible.
- d. Personal endorsement and follow up through messages to all employees and contacts with management and supervisory staff.

.42 *Advance Planning and Organization.* Advance planning and activation of the campaign organization requires:

- a. Selecting a campaign chairman or project officer, division chairmen and keymen who are able and enthusiastic.
- b. Briefing of management staff, campaign workers, and employee organization leaders on the policies of the Federal program and the educational material and administrative details involved in the campaign.
- c. Clear assignment of responsibilities for general publicity, kick-off rallies, indoctrination meetings, and person-to-person solicitation—and for effective supervision, follow up, and progress reporting at each echelon of the campaign organization.

These steps are primary and essential. A detailed guideline for effective campaigning is incorporated in the APPENDIX.

.43 *Keyman Responsibilities.* A keyman is selected for the personal solicitation of about 25 employees, more or less, depending upon the unit organization. He should be chosen for his leadership qualifications, compatibility with co-workers, and motivation toward successful performance. Since he is acting, in effect, as an agent of the recognized voluntary agencies in contacting potential contributors it is important that each keyman be given a thorough briefing on the program and purpose of the participating voluntary agencies, preferably by

representatives of the fund-raising agencies themselves. The keyman's responsibilities are to:

- a. Personally contact each prospective contributor in the assigned group and give him the educational literature and contributor's cards or envelopes appropriate to the campaign.
- b. Explain the services performed by the voluntary agencies and answer any questions about them and the Federal fund-raising program.
- c. Urge a generous gift, with the goal of 100 percent voluntary participation in mind; where appropriate call attention to local fair-share giving guides and arrangements for pledges to be paid on the installment plan.
- d. Collect employee contributions, forward them and make reports in accordance with local arrangements for the particular campaign.
- e. Where authorized in the particular department or agency, collect installment pledges when due.

5.5 DOLLAR GOALS, FAIR SHARE GUIDES AND INSTALLMENT PLEDGES

.51 *Dollar Goals or Quotas.* In united fund and community chest campaigns, in coordinated solicitations in nonfederated communities and mixed areas, and in Red Cross campaigns in the domestic area, the local Federal agency head may accept an equitable dollar goal or quota representing his installation's share of the overall dollar goal for the community. When so accepted, the dollar goal for the installation may be allocated in the form of subgoals to principal divisions of the installation. The assignment of a dollar goal or quota to an individual potential contributor is absolutely prohibited. Dollar goals are not authorized in the National Health Agencies and International Service Agencies campaigns in the domestic area nor in any overseas campaigns.

.52 *Fair-Share Giving Guides.* In campaigns which have dollar goals, campaign materials may include what the voluntary agencies consider one's fair share of responsibility toward the success of the campaign. These suggestions are developed by the soliciting agencies for the

giver's guidance and education, and are permissible in the Federal program. However, *there shall be no requirement that individual employees meet such guides when making gifts*, and care should be taken to see that the fair-share guide is not misrepresented as an individual "assessment" or "quota."

.53 Installment Pledges. In campaigns which have dollar goals, the voluntary agencies may provide for deferred payment of contributions through installment pledges.

.531 Employer Collection. Federal agencies may make provision for keyman collection of installment pledges. Whether this will be done is in the discretion of each Federal department and agency. Discretionary authority may be re delegated to the heads of local installations. An agency undertaking to collect employee pledges may specify (a) the number and timing of periodic installments allowed to an individual contributor, and (b) the keyman collection system to be used. ★Payment through payroll deductions is not authorized except in a Combined Federal Campaign.★

.532 Keyman Collection Systems. The systems used for collection of installment pledges are usually called Keyman A or Keyman B. Keyman A provides for notification of the employees when installments are due and for keyman follow-up and collection of installments. Keyman B provides only for collection stations where installments may be turned in by contributors; it does not involve notification of installments due or keyman follow-up. Under both systems, the follow-up of any delinquent installment payments—and all servicing of confidential gift installment pledges—will be done directly by the voluntary agencies involved.

5.6 CONFIDENTIAL CONTRIBUTIONS

.61 Policy. The privilege of each Federal contributor to disclose his gift or keep it confidential is mandatory in all campaigns. This right of privacy is safeguarded through the contributor's option to use a sealed envelope in making his donation whether by cash, check or pledge. He need not place his name on the envelope used and it will not be entered by any other

person. No effort may be made by any Federal official or employee to determine the amount of a contribution submitted in a confidential manner.

.62 Keyman Procedures.

.621 Solicitation. Each potential giver must be given full opportunity to exercise his option to disclose the amount of his gift or keep it confidential. No action which might be coercive or contrary to the principles of true voluntary giving is permitted.

.622 Collection and Recording. When a contributor makes his gift by sealed envelope, with or without his name on it, the keyman will preserve the confidentiality of the gift. He will only verify that the contributor's envelope bears the appropriate department or agency identification, and will write it on if necessary, in order to insure its safe transmittal and accountability. Where an individual receipt is called for by campaign procedures, he will furnish the contributor a receipt leaving blank the amount of the gift. The keyman will forward the sealed contributor envelopes in his Keyman Envelope. When sealed envelopes do not bear the contributor's name, the keyman will not list the name on his contributor's list or tally sheet but merely show the number of such anonymous contributions.

.623 Installment Pledges. The keyman will not handle the follow-up and collection of installments on pledges which have been made in a confidential manner.

.63 Reports from Voluntary Agencies. The feedback reports from voluntary agencies will show the total amount of contributions, including the total in sealed envelopes, for each keyman's contributors list. Voluntary agency reports will not show the amounts of individual contributions.

5.7 GENERAL PRIVACY OF CONTRIBUTIONS. The amounts of individual donations will not be made public or revealed to other personnel except in connection with the routine collection and forwarding of contributions and installment pledges from contributors who have chosen not to avail themselves of the confidential envelope procedure. To avoid any

possibility of coercive persuasion aimed at the upgrading of an individual's gift, Federal officials or employees will not prepare or utilize for solicitation purposes lists of individuals revealing their previous gifts. Voluntary agencies will not publicize lists of Federal contributors showing the amounts of their donations.

5.8 RAFFLES, LOTTERIES AND OTHER SPECIAL PROCEDURES PROHIBITED.

The program for fund raising on the job has only one authorized procedure: personal solicitation of each potential contributor by designated keymen. Raffles, lotteries, carnivals, benefits and other special fund-raising procedures are contrary to Federal policy and are prohibited.

5.9 CAMPAIGN MATERIALS

.91 *Furnished by Voluntary Agencies.* All educational material and operational forms and envelopes for Federal campaigns must be furnished by the participating voluntary agencies.

.92 *Provisions for Confidential Giving.*

- a. In community chest, united fund, Red Cross, and ★Combined Federal Campaigns,★ the campaign literature and individual contributor's card (pledge card if used) must notify the contributor of his right and option to enclose his gift and

pledge card in a sealed envelope. He may use any envelope for this purpose. The voluntary agencies are not required to furnish envelopes for individual contributors. If the required notice is not contained in the material furnished by the campaign organization,* Federal agencies should provide this notice by preparing an insert to the materials or arranging for oral instructions by the keymen. The provision involved is an express requirement of E.O. 10927.

- b. In the National Health Agencies, ★International Service Agencies,★ and American Overseas Campaigns, the voluntary agencies will provide an envelope for each potential giver which shall bear on it a request to the contributor to enclose his gift and seal the envelope.

.93. *Recording and Forwarding Contributions.* The campaign literature should contain instructions to agency campaign chairmen and keymen on the procedures for recording and forwarding contributions. Contributors lists or tally sheets, keyman's envelopes, and campaign report envelopes should bear printed instructions for their use.

*This may occur through error or oversight, or in locations where so few Federal employees are involved that it is impractical for the campaign organization to provide a special notice.

APPENDIX

- A. AGENCY FUND-RAISING PROGRAM COORDINATORS
- B. FIELD COORDINATING GROUPS
- C. SOURCE OF FUNDS AND COSTS REPORT
- D. CAMPAIGN GUIDELINES FOR VOLUNTARY GIVING
- E. ANNUAL FUND-RAISING BULLETIN
- ★F. NONDISCRIMINATION REQUIREMENTS
- G. THE COMBINED FEDERAL CAMPAIGN★

AGENCY FUND-RAISING PROGRAM COORDINATORS

Agriculture

*Joseph M. Robertson
 American Battle Monuments Commission
 Harvey E. Conway
 Atomic Energy Commission
 *John V. Vinciguerra
 Board of Governors, Federal Reserve System
 John J. Hart
 Bureau of the Budget
 *E. Charles Woods
 Central Intelligence Agency
 Emmett D. Echols
 Civil Aeronautics Board
 John W. Dregge
 Civil Service Commission
 David F. Williams
 Commerce
 David R. Baldwin
 Council of Economic Advisers
 Charles B. Warden, Jr.
 Department of Defense
 Office of the Secretary
 *Everett L. Butler
 Department of the Army
 *James T. Bedsole
 *Lt. Col. Edward O'Connor
 Department of the Navy
 *Mrs. Mary Miller
 *Lt. Cmdr. E. J. McGuire, USN
 Department of the Air Force
 *John A. Lang, Jr.
 *Col. Donald J. Perry
 Emergency Planning, Office of
 William B. Rice
 Export-Import Bank
 John R. Crown
 Farm Credit Administration
 James E. Pitts, Jr.
 Federal Communications Commission
 Ben F. Waple
 Federal Deposit Insurance Corporation
 Floyd E. Tift
 Federal Home Loan Bank Board
 Charles M. Dulin
 Federal Mediation & Conciliation Service
 Jack R. George
 Federal Power Commission
 W. N. Campbell

*Also member of Fund-Raising Policy Committee.

Federal Trade Commission
 John A. Delaney
 Foreign Claims Settlement Commission
 Marion J. Coltrin
 General Accounting Office
 *Herschel J. Simmons
 General Services Administration
 *Stephen Gould
 Government Printing Office
 Harry E. Hull
 Health, Education, and Welfare
 *Donald F. Simpson
 *Housing and Urban Development
 Lewis E. Williams
 Interior
 *George E. Robinson
 Interstate Commerce Commission
 Bernard F. Schmid
 Justice
 John W. Adler
 Labor
 Leo R. Werts
 Library of Congress
 Elizabeth W. Ridley
 National Aeronautics and Space Administration
 Alfred S. Hodgson
 National Capital Housing Authority
 Donald P. Libera
 National Capital Planning Commission
 Wilmer C. Dutton, Jr.
 National Capital Transportation Agency
 J. Neal Tomey
 National Labor Relations Board
 Daniel E. Matthews
 National Mediation Board
 Thomas A. Tracy
 National Science Foundation
 *Calvin Jones
 Panama Canal Company
 *Col. Harold R. Parfitt
 Post Office
 *Richard J. Murphy
 Railroad Retirement Board
 Howard W. Habermeyer
 Renegotiation Board
 Robert F. Haggerty
 Securities and Exchange Commission
 William E. Becker
 Selective Service System
 Lt. Gen. Lewis B. Hershey, USA

Small Business Administration
Robert H. West

Smithsonian Institution
E. L. Roy

Soldiers' Home
Brig. Gen. John F. Cassidy

State
Idar Rhuestad

Subversive Activities Control Board
Charles F. Dirlam

Tariff Commission
Donn N. Bent

Tax Court of the United States
O. W. Schoenfelder

Tennessee Valley Authority
*John E. Massey

Transportation
*Alan L. Dean

Treasury
*Paul McDonald

U.S. Information Agency
Lloyd Wright

Veterans Administration
*A. H. Monk

See footnote on preceding page.

EMPLOYEE ORGANIZATION MEMBERS OF FUND-RAISING POLICY COMMITTEE

American Federation of Government Employees	Mr. John F. Griner President
Government Employees' Council (AFL-CIO)	Mr. John A. McCart Operations Director
International Association of Machinists and Aerospace Workers	Mr. William H. Ryan National Coordinator, Government Employees Department
National Alliance of Postal Employees	Mr. Charles Braxton Administrative Assistant
National Association of Internal Revenue Employees	Mr. George A. Bursach Executive Secretary-Treasurer
National Association of Letter Carriers	Mr. James H. Rademacher Vice President
National Federation of Federal Employees	Mr. Nathan T. Wolkomir President
National Postal Union	Mr. Sidney A. Goodman President
United Federation of Postal Clerks	Mr. E. C. Hallbeck President

FIELD COORDINATING GROUPS

The jurisdiction of local Federal coordinating groups ordinarily coincides with the campaign area of the local united fund or community chest. At some locations, coordination extends over a wider area. The designation (CFC) after place names indicates locations where a Combined Federal Campaign was held in fall 1967.

ALABAMA

Anniston (CFC)

Lt. Colonel Edwin F. Patterson, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, U.S. Army School/Training Center
Fort McClellan, Ala. 36201

Birmingham (CFC)

Mr. E. J. Listerman, President
Federal Executives Association
Social Security Administration
2225 Third Avenue North
Birmingham, Ala. 35203

Huntsville (CFC)

Mr. Robert A. Malone, Chairman
Fund-Raising Program Coordinating Committee
U.S. Army Missile Command
AMSMI-XB, Building 5250
Redstone Arsenal, Ala. 35809

Mobile

Mr. Martin J. Johnson, President
Federal Executives Association
Social Security Administration
218 St. Francis Street
P.O. Box 1150
Mobile, Ala. 36601

Montgomery

Mr. John D. Williams, President
Montgomery Association of Federal Administrators
Assistant Postmaster
110 Post Office Building
Montgomery, Ala. 36104

Muscle Shoals

Mr. Sidney Painter, Chairman
Fund-Raising Program Coordinating Committee
Tennessee Valley Authority
Muscle Shoals, Ala. 35660

Selma

Lt. Colonel Jack N. Denton, Chairman
Fund-Raising Program Coordinating Committee
Chief of Personnel (PP)
Craig Air Force Base, Ala. 36701

ALABAMA—Continued

Tuscaloosa (CFC)

Mr. Chesley R. Johnson, Jr., Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Tuscaloosa, Ala. 35404

ALASKA

Anchorage (CFC)

Colonel Alfred Johnson, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 21st Air Base Group (AAC)
Elmendorf Air Force Base
APO Seattle, Wash. 98742

Fairbanks (CFC)

Lt. Gilbert R. Edwards, Chairman
Fund-Raising Program Coordinating Committee
USARL Yukon Command and Fort Wainwright
APO Seattle, Wash. 98731

Kodiak

Captain Ira M. Rowell, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Station, Kodiak
FPO Seattle, Wash. 98790

ARIZONA

Flagstaff (CFC)

Mr. Ward Olson, Chairman
Fund-Raising Program Coordinating Committee
Navajo Army Depot
Flagstaff, Ariz. 86001

Phoenix (CFC)

Mr. George D. Patterson, President
Phoenix Federal Executive Association
Internal Revenue Service
Room 2047, Federal Building
230 N. 1st Avenue
Phoenix, Ariz. 85025

Tucson

Lt. Colonel Samuel J. Thomas, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 803d Combat Support Group (SAC)
Davis-Monthan Air Force Base, Ariz. 85707

Yuma (CFC)

Mr. C. W. Hetrick, Chairman
Fund-Raising Program Coordinating Committee
Bureau of Reclamation
Bin 5569
Yuma, Ariz. 85364

ARKANSAS

Blytheville

Captain Conrad P. Marcotte, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 97th Combat Support Group (SAC)
Blytheville Air Force Base, Ark. 72315

Little Rock (CFC)

Mr. Fred W. Johnson, President
Little Rock Federal Executive Association
Internal Revenue Service
700 W. Capitol
Little Rock, Ark. 72203

Pine Bluff (CFC)

Mr. C. J. Maupin, Chairman
Fund-Raising Program Coordinating Committee
Pine Bluff Arsenal
Pine Bluff, Ark. 71601

CALIFORNIA

Barstow (CFC)

Brig. General J. E. Herbold, Jr., Chairman
Fund-Raising Program Coordinating Committee
Marine Corps Supply Center
Barstow, Calif. 92313

Corona (CFC)

Mr. Marvin L. Guthrie, Chairman
Fund-Raising Program Coordinating Committee
Office Services Division (Code 22)
U.S. Naval Ordnance Laboratory
Corona, Calif. 91720

Fresno (CFC)

Mr. Robert P. Sanders, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Fresno, Calif. 93721

Indian Wells Valley (CFC)

Mr. James H. McGlothlin, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Ordnance Test Station
China Lake, Calif. 96105

Los Angeles (CFC)

Brig. Gen. Arthur E. Exon, Chairman
Los Angeles Federal Executive Board
Department of the Air Force
11099 South La Cienga Blvd.
Los Angeles, Calif. 90045

Marysville-Yuba City

Lt. Colonel R. E. Shadwell, Jr., Chairman
Fund-Raising Program Coordinating Committee
Headquarters 14th Strategic Aerospace Division
(SAC)
Beale Air Force Base, Calif. 95903

CALIFORNIA—Continued

Merced (CFC)

Lt. Colonel John C. Thygerson, Chairman
Fund-Raising Program Coordinating Committee
P.O. Box 2421
Castle Air Force Base, Calif. 95340

Redding (CFC)

Mr. Felix Dashen, Chairman
Fund-Raising Program Coordinating Committee
Shasta Field Division
Bureau of Reclamation
Redding, Calif. 96001

Sacramento (CFC)

Mr. R. Schnapp, Chairman
Fund-Raising Program Coordinating Committee
Sacramento Air Materiel Area
McClellan Air Force Base
Sacramento, Calif. 95652

San Bernardino (CFC)

Colonel William F. Stewart, Chairman
Fund-Raising Program Coordinating Committee
2848th Air Base Group
Norton Air Force Base
San Bernardino, Calif. 92400

San Diego (CFC)

Rear Admiral Marshall E. Dornin, Chairman
Fund-Raising Program Coordinating Committee
11th Naval District
San Diego, Calif. 92130

San Francisco (CFC)

Mr. Robert B. Strauss, Chairman
San Francisco Federal Executive Board
Small Business Administration
450 Golden Gate - Box 36044
San Francisco, Calif. 94102

San Jose (CFC)

Captain James V. Rowney, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Moffett Field
San Jose, Calif. 94035

Santa Ana (CFC)

General W. G. Thrash, Chairman
Fund-Raising Program Coordinating Committee
U.S. Marine Corps Air Station
El Toro, Calif. 92630

Santa Barbara (CFC)

Colonel Earle E. Sweetland, Chairman
Fund-Raising Program Coordinating Committee
4392d Aero Space Support Group (SAC)
Vandenberg Air Force Base, Calif. 93437

CALIFORNIA—Continued

Twentynine Palms (CFC)
Major J. A. Mallery, Chairman
Fund-Raising Program Coordinating Committee
U.S. Marine Corps Base
Twentynine Palms, Calif. 92278

Vallejo (CFC)
Colonel Edward D. Lynch, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 80th Military Airlift Wing (MAC)
Travis Air Force Base, Calif. 94535

Ventura (CFC)
Rear Admiral Marshall W. White, Chairman
Fund-Raising Program Coordinating Committee
Pacific Missile Range
Code O
Pt. Mugu, Calif. 93041

COLORADO

Colorado Springs (CFC)
Chairman, Fund-Raising Program Coordinating Committee
Commanding General
5th Infantry Division
Fort Carson, Colo. 80913

Denver (CFC)
Dr. William T. Van Orman, Chairman
Denver Federal Executive Board
Department of Health, Education, and Welfare
Room 9017, Federal Building
Denver, Colo. 80202

Mesa County (CFC)
Mr. Ernest R. Leinberger, Chairman
Fund-Raising Program Coordinating Committee
Social Security Administration
P.O. Box 2607
Grand Junction, Colo. 81501

Pueblo (CFC)
Mr. Robert W. Rush, Chairman
Fund-Raising Program Coordinating Committee
Pueblo Army Depot
Pueblo, Colo. 81001

CONNECTICUT

Hartford
Mr. Frank A. Giorgio, Chairman
Fund-Raising Program Coordinating Committee
U.S. Department of Labor
Post Office Building
Hartford, Conn. 06103

CONNECTICUT—Continued

New Haven
Mr. Frank Lattanzi, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
New Haven, Conn. 06501

New London-Groton-Norwich (CFC)
Captain W. A. McGuinness, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Submarine Base New London
Groton, Conn. 06342

DELAWARE

Dover (CFC)
Colonel Harry M. Odren, Chairman
Fund-Raising Program Coordinating Committee
Dover Air Force Base
Dover, Del. 19901

FLORIDA

Cape Kennedy (CFC)
Mrs. Mary B. Fouraker
Canaveral Federal Management Association
Department of Air Force
P.O. Box 4888
Patrick Air Force Base, Fla. 32925

Jacksonville (CFC)
Captain R. P. Tabb, President
Federal Executive Association
U.S. Army Engineer District
P.O. Box 4970
Jacksonville, Fla. 32201

Key West (CFC)
Captain John D. Shea, Jr., Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Station
Key West, Fla. 33040

Miami (CFC)
Mr. Paul Boatman, Chairman
Greater Miami Federal Executive Council
Federal Aviation Administration
P.O. Box 2014, AMF Branch
Miami, Fla. 33159

Milton (CFC)
Captain Richard H. Mills, Chairman
Fund-Raising Program Coordinating Committee
Naval Auxiliary Air Station
Whiting Field
Milton, Fla. 32570

FLORIDA—Continued

Orlando

Colonel K. Wayne Claybaugh, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 306th Combat Support Group (SAC)
McCoy Air Force Base, Fla. 32812

Pensacola (CFC)

Rear Admiral Dick H. Guinn, Chairman
Fund-Raising Program Coordinating Committee
Chief of Naval Air Basic Training
U.S. Naval Air Station
Pensacola, Fla. 32508

Sanford (CFC)

Captain Herbert N. Houck, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Sanford, Fla. 32771

Tampa

Mr. Walter C. Youngs, Jr., President
Tampa Bay Area Association of Federal Administrators
Atomic Energy Commission
Bryan Dairy Road N.
St. Petersburg, Fla. 33733

GEORGIA

Albany

Major Roger L. Shafer, Chairman
Fund-Raising Program Coordinating Committee
Marine Corps Supply Center
Albany, Ga. 31704

Atlanta (CFC)

Mr. James G. Rogers, Chairman
Atlanta Federal Executive Board
Federal Aviation Administration
P.O. Box 20636
Atlanta, Ga. 30309

Augusta

Colonel Joe M. Sanders, Chairman
Fund-Raising Program Coordinating Committee
U.S. Army School/Training Center
Fort Gordon, Ga. 30905

Brunswick (CFC)

Captain Chester H. Dorchester, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Glynco, Ga. 31523

Macon (CFC)

Colonel Joseph E. Cahill, Chairman
Fund-Raising Program Coordinating Committee
Warner Robins Air Materiel Area
Robins Air Force Base, Ga. 31409

GEORGIA—Continued

Savannah (CFC)

Mr. W. J. Crumps, Co-Chairman
Fund-Raising Program Coordinating Committee
Corps of Engineers
P.O. Box 889
Savannah, Ga. 31402

Valdosta

Colonel Nathan J. Adams, Chairman
Fund-Raising Program Coordinating Committee
Hq. 3550th Pilot Training Wing (ATC)
Moody Air Force Base, Ga. 31601

HAWAII

Honolulu (CFC)

Rear Adm. Benjamin F. Engel, Chairman
Honolulu Federal Executive Board
14th Coast Guard District
677 Ala Moana
Honolulu, Hawaii 96813

IDAHO

Boise (CFC)

Mr. Kenneth Tyrer, President
Boise Federal Executive Council
Federal Housing Administration
Boise, Idaho 83707

ILLINOIS

Champaign

Mr. Eldon B. Colegrove, Chairman
Fund-Raising Program Coordinating Committee
Farm Home Administration
Federal Building No. 14
Champaign, Ill. 61820

Chicago (CFC)

Mr. Fred B. Farrell, Chairman
Chicago Federal Executive Board
Federal Highway Administration
18209 Dixie Highway
Homewood, Ill. 60430

Danville (CFC)

Mr. Charles E. Williamson, President
Danville Council of Federal Agencies
U.S. Department of Agriculture
230 West Main Street
Danville, Ill. 61832

Joliet

Mr. H. L. Dean, Chairman
Fund-Raising Program Coordinating Committee
U.S. Army Ammunition Procurement and Supply
Agency
Joliet, Ill. 60436

ILLINOIS—Continued

Rock Island

Mr. Harold Sedrel, Chairman
Fund-Raising Program Coordinating Committee
Rock Island Arsenal
Rock Island, Ill. 61201

Springfield (CFC)

Mr. Jay G. Philpott, Chairman
Fund-Raising Program Coordinating Committee
Internal Revenue Service
P.O. Box 1468
Springfield, Ill. 62705

INDIANA

Crane (CFC)

Commander F. W. Chase
Executive Officer
Naval Ammunition Depot
Crane, Ind. 47522

Fort Wayne:

Mr. Eugene J. Gabriel, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Fort Wayne, Ind. 46802

Indianapolis

Mr. J. C. Robison, President
Indianapolis Council of Federal Agencies
Veterans Administration Regional Office
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Office of the Assistant Secretary of Defense
(Administration)
Washington, D.C. 20301

APPENDIX C

★*Format A*—For use by National Health Agencies. In preparing this report, applicant should use the definitions of income and expense classifications contained in the National Health Council's *Accounting and Financial Reporting Procedures Guide*.

(Agency)

SOURCE OF FUNDS AND COSTS REPORT

For the Year ending _____ (date)

INCOME	<i>Amount</i>	<i>Percent of Income</i>
CONTRIBUTIONS.....	\$	%
(1) United funds and/or community chests.....		%
(2) Federal service campaigns.....		%
(3) Other contributions.....		%
SPECIAL EVENTS (less related expenses of \$.....)		%
SERVICE FEES, LITERATURE SALES, ETC.....		%
GAIN FROM THE SALE OF PRODUCTS.....		%
MEMBERSHIPS.....		%
INVESTMENT INCOME.....		%
OTHER INCOME.....		%
	_____	_____
TOTAL INCOME.....	\$	100%

EXPENSES	<i>Amount</i>	<i>Percent of Expenditures</i>
RESEARCH.....	\$	%
PUBLIC HEALTH EDUCATION.....		%
PROFESSIONAL EDUCATION AND TRAINING.....		%
PATIENT SERVICES.....		%
COMMUNITY SERVICES.....		%
Program Expenditures (Subtotal).....	\$ _____ %	
PUBLIC INFORMATION.....		%
FUND RAISING.....		%
FIELD STUDIES AND REORGANIZATION.....		%
ADMINISTRATIVE AND GENERAL EXPENSES.....		%
Non-Program Expenditures (Subtotal).....	\$ _____ %	
	_____	_____
TOTAL EXPENSES.....	\$	100%★

★*Format B*—For use of International Service Agencies In preparing this report, the applicant agency should list program expenditures in functional categories appropriate to the nature of its program operations.

(Agency)

SOURCE OF FUNDS AND COSTS REPORT

For the Year ending _____ (date)

INCOME	<i>Amount</i>	<i>Percent of Income</i>
CONTRIBUTIONS.....	\$	%
(1) United funds and/or community chests.....		%
(2) Federal Service campaigns.....		%
(3) Other contributions.....		%
SPECIAL EVENTS (less related expenses of \$ _____).....		%
SERVICE FEES, LITERATURE SALES, ETC.....		%
GAIN FROM THE SALE OF PRODUCTS.....		%
OTHER INCOME.....		
	_____	_____
TOTAL INCOME.....	\$	100%
EXPENSES	<i>Amount</i>	<i>Percent of Expenditures</i>
PROGRAM FUNCTIONS (Itemize)		
.....	\$	%
.....	\$	%
.....	\$	%
Etc.....		
Program Expenditures (Subtotal).....	\$ _____	%
PUBLIC INFORMATION.....		%
FUND RAISING.....		%
ADMINISTRATIVE AND GENERAL EXPENSES.....		%
Non-Program Expenditures (Subtotal).....	\$ _____	%
	_____	_____
TOTAL EXPENSES.....	\$	100%★

CAMPAIGN GUIDELINES FOR VOLUNTARY GIVING

The policies for fund-raising in the Federal service recognize the importance of voluntary agencies in our American way of life and the opportunity that is given employees to know about them and to give generously toward their support. At the same time, and as has been set forth in Executive Order 10927, these policies stress the importance of true voluntary giving and establish certain individual safeguards such as the option of disclosing one's gift or keeping it confidential by the use of a sealed envelope and the prohibition against assigning a special dollar goal or quota to an individual.

Any successful fund drive requires an enthusiastic campaign. But administrative and campaign officials, supervisors and keymen must be familiar with all of the provisions of the Federal program in order to know where to draw the line between proper and improper methods.

It is approved practice for management officials to call employees together, explain the need for and use of the funds being solicited and urge employees to give generously—as much as they can afford. Where there are dollar goals for the campaign, the distribution of a "fair-share" guide based on employee pay levels is also approved practice, and the guide generally is welcomed by employees as an indication of what amount might be a fair contribution. Difficulty arises if the suggested contributions outlined on fair-share guides are confused or interpreted as "quotas." Even though two are in the same salary bracket, it does not necessarily follow that they are either able or inclined to make the same contribution. Some give considerably more—others less.

There is no place in the Federal fund-raising program for force or coercion. Campaigns should and must be conducted through an intensive program of employee information about the needs for and use of the funds to be solicited and by a strong appeal for contributions based on the contributor's knowledge of the needs and his ability and willingness to give voluntarily. In the final analysis, each employee must be the sole judge of what he can and will contribute and whether or not he wishes to keep the amount of his contribution confidential.

PLEASE STUDY AND APPLY THE FOLLOWING SUGGESTIONS:

I. Agency or Installation Heads, Campaign Vice Chairmen, and Division Campaign Chairmen

A. Familiarize yourself personally with:

1. the fundamentals of the Federal fund-raising program and its policies, and

2. the approved campaigns and the work of the participating private agencies.

- B. Upon receipt of the President's Message on each campaign, plus that from the head of your department or agency, see that they are in the hands of every employee well in advance of the solicitation for funds.
- C. Activate your agency's regular fund-raising organization right down to the last keyman. Carefully select project personnel and keymen who are interested, able and enthusiastic.
- D. Arrange training sessions for all campaign leaders before the beginning of the campaign so that they know the program needs of the agencies—the basic philosophy behind the Federal plan—the campaign mechanics.
- E. Put out a personal memorandum to all employees urging them to familiarize themselves with the private agencies and their programs and to contribute as generously as possible.
- F. Make use of all public information channels and materials available to you so that each individual giver will understand the work of each agency involved and for what purpose he is contributing. This should include informational bulletins, bulletin board posters, house organs, showing of agency campaign films to all employees. Use the Press Kit material before and during drive. Work up special material based on eye-witness accounts of work of these agencies. Publish weekly progress reports.
- G. Have a kick-off rally for campaign workers at the department, bureau or installation level at least one week before the opening of the campaign. Use key speakers and audio-visual materials.
- H. Set a schedule of employee information meetings or rallies so that every employee is thoroughly briefed on the objectives, benefits, and needs of the private agencies in the campaign. Promote well-planned enthusiastic meetings within entire office divisions and units, using division heads, top supervisors and employee organization leaders.
- I. In campaigns which have dollar goals, let everyone know what installation and division goals have been set and furnish them a "fair share" giver's guide for their information when appropriate.
- J. Issue fact sheets to all keymen regarding work of the agencies participating in the particular campaign so that they may explain the program and services of the benefiting agencies.

- K. Make it clear that the campaign is important official government business and not an informal duty to be shrugged off. Remember that this is a social and civic responsibility—human needs are at stake and can be met only if most people give generously.
- L. Encourage keymen to approach each employee individually and to make follow-up contact until the employee contributes or indicates that he does not wish to participate.
- M. Discourage contacts with individual givers by other than designated keymen. Management officials or supervisors should always talk to givers in groups and never put an individual "on the spot".
- N. Instruct campaign workers to avoid coercive pressure. If the keyman is interested and well-indoctrinated he can transmit this interest and enthusiasm to those he solicits. The same is true of campaign officials who brief the keyman.
- O. Start the campaign on time. Push it to an early conclusion. This will save staff time and lead to a better campaign.
- P. Ask for weekly or biweekly progress reports and have coordinators to assure that the campaign remains active throughout the full period, if necessary to complete solicitation.
- Q. Prepare a thermometer or other type chart for public display showing the progress of the campaign on a daily or weekly basis for each of the major campaign units.
- R. Report final results to employees and make sure senior officials write "thank-you" letters to all those helping them in the campaign. Outstanding performance merits official commendation in fund raising as it would in other official activities.
- S. Survey a sampling of employees for their evaluation of the conduct of the campaign.

As needed, act on the suggestions in planning the next campaign.

II. Keymen

- A. Plan solicitation carefully. Begin it at the strategic time for your unit—after an inspirational meeting—on a pay day. (Concentrating on pay days when collecting is sound if cash gifts are appropriate.) Allow plenty of time for call-backs to follow up on those who are missed on the first go-around.
- B. Contact everyone individually. Issue all appropriate educational and contributors' materials. Try to avoid more than one complete solicitation. The irritation caused by asking the same person a second or third time for his contribution can imply coercive pressure, can do harm to subsequent campaigns and should be avoided.
- C. Stress 100 percent participation. Nobody has to give but almost everyone will want to give. Make the campaign a family affair with joint responsibility extending to the smallest giver.
- D. Appeal to the employee's best instincts for giving and urge a generous gift. When appropriate, encourage installment giving as this will help the contributor to give as generously as he wishes toward the needs of many agencies. When urging a generous gift, tell each employee:
 1. His gift will support many avenues of voluntary agency effort in the community and the Nation.
 2. His contribution should bear direct relationship to the luxury items he is so fortunate to have.
 3. Only one appeal will be made for these agencies this year.
 4. His gift counts.

★1969-70 FUND-RAISING BULLETIN

To the Heads of Executive Departments and Agencies

★The voluntary agencies recognized by the Chairman of the Civil Service Commission, in accordance with Executive Order 10927, for on-the-job solicitation privileges in the Federal service during fiscal year 1970 are listed in this bulletin. Their worthwhile efforts on behalf of all Americans merit a generous voluntary contribution from Federal personnel. The Eligibility Committee has determined that each one meets established requirements as to program objective, administrative integrity, and financial responsibility.

★The assigned periods for the 1969-70 campaigns and the locations and conditions under which solicitation privileges may be exercised are as specified in section 3.5 of the Federal fund-raising manual, except as modified by the instructions in Appendix F, NONDISCRIMINATION REQUIREMENTS, and Appendix G, THE COMBINED FEDERAL CAMPAIGN.

RECOGNIZED CAMPAIGNS AND AGENCIES

1. LOCAL COMMUNITY CHESTS, UNITED FUNDS, AND OTHER FEDERATED GROUPS which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc.
2. THE AMERICAN NATIONAL RED CROSS
(Domestic and overseas areas)
3. FEDERAL SERVICE CAMPAIGN FOR THE NATIONAL HEALTH AGENCIES
(Domestic and overseas areas)
American Cancer Society, Inc.
American Heart Association, Inc.

- Arthristis Foundation
- Muscular Dystrophy Associations of America, Inc.
- National Association for Mental Health, Inc.
- National Association for Retarded Children, Inc.
- National Cystic Fibrosis Research Foundation
- National Foundation-March of Dimes
- ★National Kidney Foundation
- National Multiple Sclerosis Society
- National Society for Crippled Children and Adults, Inc.
- National Society for the Prevention of Blindness
- United Cerebral Palsy Associations, Inc.
- 4. INTERNATIONAL SERVICE AGENCIES
(Domestic area only)
American-Korean Foundation, Inc.
CARE, Inc.
PLANNED PARENTHOOD-WORLD POPULATION
Project HOPE (People-to-People Health Foundation, Inc.)
- 5. INTERNATIONAL SERVICE AGENCIES
(Overseas area only)
American-Korean Foundation, Inc.
American Social Health Association
CARE, Inc.
- ★International Rescue Committee, Inc.
- International Social Service, Inc.
- National Park and Recreation Association
PLANNED PARENTHOOD-WORLD POPULATION
Project HOPE (People-to-People Health Foundation, Inc.)
United Seamen's Service, Inc.
United Service Organizations, Inc. (USO)

NOTE

NONDISCRIMINATION REQUIREMENTS

I. STATEMENT BY THE CHAIRMAN OF THE U.S. CIVIL SERVICE COMMISSION

Voluntary health and welfare agencies financed by contributions from the general public play a vital part in maintaining the well-being of the American people. In recognition of the importance of their unique role in our society, Government agencies annually solicit voluntary contributions from Federal employees and members of the Armed Forces to assist in providing the financial support they require. Contributions, on the order of \$25,000,000 a year are made to local united funds and community chests and to the American Red Cross and other national voluntary agencies that meet the eligibility standards for participation in Federal fund-raising campaigns.

The great majority of voluntary health and welfare agencies serve all citizens without racial discrimination. Unfortunately, this practice is not universal. In some communities our Negro citizens are excluded from participation in health, welfare and recreational services that are available to all others who are in need, or they are provided inferior services on a segregated basis. This circumstance works against many who are already disadvantaged and tends to perpetuate in our society the very conditions that humanitarian services are designed to eliminate.

President Johnson has taken action, as did President Kennedy before him, to secure the right of all citizens to the full and equal enjoyment of services and facilities of a public nature and has appealed to private organizations and individuals to help extend the principle of equal opportunity throughout American life. Our national policy is clear, and I can no longer in good conscience recommend to Federal employees, who themselves work under conditions of equal privilege and opportunity, that they continue to participate in the financial support of health and welfare services which are conducted on a racially discriminatory or segregated basis. Nor can Government agencies properly continue to use official time and manpower to conduct on-the-job solicitations on behalf of health and welfare agencies which persist in these practices. Therefore, in the exercise of my responsibility under Executive Order 10927 and with the unanimous concurrence of the Federal Fund-Raising Advisory Council of voluntary agency leaders I have determined that fund-raising privileges in the Federal establishment must hereafter be limited to agencies which follow a policy and practice of nondiscrimination.

This decision takes into consideration the fact that voluntary agencies which currently do not meet this standard are free to choose whether they wish to maintain their present policies without change, or—and I sincerely hope that all will choose the latter course—to amend their policies in the spirit of our democracy and join with the majority of their associates in practices which merit the continued support of Federal employees and members of the Armed Forces. In order that such agencies may have a reasonable opportunity

to consider a change in governing policies, the non-discrimination requirement will be effective for Federal fund-raising campaigns beginning after July 1, 1965.

II. NONDISCRIMINATION STANDARD

Voluntary agencies recognized for fund-raising privileges within the Federal service must operate without racial discrimination. This policy applies to persons served by the agencies, to the staffs of the agencies and to membership on their governing boards. Operating without racial discrimination means that:

1. No person is excluded from service because of race.
2. There is no segregation of those served on the basis of race.
3. There is no discrimination on the basis of race in hiring, assignment, promotion or other conditions of staff employment.★ In addition, the agency has a plan for positive action to achieve equal employment opportunity for all persons in the filling of its staff positions including elements such as contacts with various organizations in the community, including minority group organizations, regarding the agency's employment needs; recruitment advertisements in minority group news media where advertising in the general media is used to fill jobs, identifying the agency as an equal employment opportunity employer in recruitment advertisements and the use for job referral purposes of only those employment agencies which do not discriminate on the basis of race in making referrals.★
4. There is no discrimination on the basis of race in membership on the agency's governing body.

III. VOLUNTARY AGENCIES AFFECTED

Every national or local voluntary health, welfare or recreational agency which, after July 1, 1965, solicits contributions from Federal employees or members of the Armed Forces at place of employment or duty station must first provide satisfactory assurance that it follows a policy and practice of racial nondiscrimination. This requirement is applicable to:

1. A local united fund, community chest or other federated fund-raising organization which is authorized solicitation privileges under the provisions of Manual section 3.55, and each participating member agency;
2. Each member agency of a coordinated solicitation which is authorized solicitation privileges under the provisions of Manual section 3.56;
3. The national office and each state or local chapter of a national voluntary agency which is authorized on-the-job solicitation privileges under the provisions of Manual section 3.57;
4. Each national or local voluntary agency which is authorized solicitation privileges in the overseas area under the provisions of Manual section 3.58; and
5. Each voluntary agency which is authorized off-

the-job solicitation privileges under the provisions of Manual section 3.6.

IV. ASSURANCE REQUIRED

A. Form of assurance. Assurance of racial nondiscrimination shall be in writing and shall consist of:

1. A statement of policy by the agency's governing board (national or local board, as appropriate) covering the elements of racial nondiscrimination listed in the standard, and
2. A certification that the agency's practices in fact conform with the standard.

Policy statements and certifications shall be sufficiently explicit to assure that the four elements of racial nondiscrimination listed in the standard are met. No standard form or format is required.

B. Filing procedure

1. **National level.** A national voluntary agency which is required by the provisions of Manual section 4.4 to file application annually for independent solicitation privileges shall file with the Office of the Chairman, Civil Service Commission, by March 1, satisfactory assurance with respect to the policy and practice of its national organization.

A national voluntary agency whose national policy is binding upon all local chapters, committees or other units which act for the agency may also file at the national level assurance of nondiscrimination practice on the part of such local units.

2. **Local level.**

a. United funds and chests. A local united fund, community chest or other federated fund-raising organization shall advise its member agencies of the nondiscrimination requirements and request each agency to furnish assurance of racial nondiscrimination in the form prescribed in A above. It shall receive such assurances and forward them in a group, with the policy statement and certification of the federated fund-raising organization itself, to the appropriate Federal official in its local campaign area by July 1, 1965.

b. National Agencies certified by the National Budget and Consultation Committee. To facilitate the provision of assurances and to avoid excessive duplication, the Chairman of the Commission has authorized the National Budget and Consultation Committee, 820 Second Avenue, New York, N.Y., to serve as the approving agency and official repository for nondiscrimination assurances by the national organizations of certain voluntary agencies, whose budgets, programs and support plans are reviewed by NBCC. Certification in the NBCC Reports for 1966 that satisfactory assurance is on file with NBCC shall be considered satisfactory evidence by local funds and chests and Federal officials of compliance with

the assurance requirement by the national organization of the agency certified.*

NBCC certification applies only in circumstances where the national organization of the agency receives support directly as a participating member of the local united fund, chest or local coordinated solicitation. It does not apply if the participating member is a state or local unit of the national agency, since, in such case, assurance is required from the participating state or local unit.

c. American Red Cross. The Red Cross has furnished the Chairman of the Civil Service Commission satisfactory assurance of nondiscrimination policy and practice with respect to its national organization and all local units. Accordingly, local Red Cross chapters and units are exempted from the requirement of filing assurances with local Federal officials.

d. National health agencies. Each recognized national health agency, as listed in Appendix E, has furnished the Chairman of the Civil Service Commission satisfactory assurance of nondiscrimination policy and practice with respect to its national organization.

A state or local chapter or affiliate of a recognized national health agency which is otherwise eligible to participate in the Federal Service Campaign for the National

* The following national voluntary agencies have filed satisfactory nondiscrimination assurances for their national organizations and have been certified to local united funds and chests in NBCC 1966 Reports:

American Hearing Society
 American Social Health Association
 Arthritis Foundation
 Big Brothers of America
 Camp Fire Girls, Inc.
 Child Welfare League of America, Inc.
 Commission on Social Welfare, National Council of the Churches of Christ in the U.S.A.
 Council on Social Work Education
 Department of Public Health Nursing, National League for Nursing
 Family Service Association of America
 Florence Crittenton Association of America, Inc.
 International Social Service, American Branch, Inc.
 Jackson Laboratory
 National Association for Mental Health, Inc.
 National Association for Retarded Children, Inc.
 National Committee on Employment of Youth of the National Child Labor Committee
 National Conference on Social Welfare
 National Council on Alcoholism, Inc.
 National Council on Crime and Delinquency
 National Federation of Settlements and Neighborhood Centers
 National Legal Aid and Defender Association
 National Recreation Association
 National Social Welfare Assembly, Inc.
 National Travelers Aid Association
 National Urban League, Inc.
 United Cerebral Palsy Associations, Inc.
 United Community Funds and Councils of America
 United Seamen's Service
 United Service Organizations, Inc.

Health Agencies shall provide nondiscrimination assurance to the appropriate FSCNHA State Coordinating Committee. The FSCNHA State Coordinating Committee shall forward in a group to the appropriate Federal official in each campaign location (county) the nondiscrimination assurances of the state or local chapters or affiliates which are otherwise eligible to participate in the FSCNHA campaign at that location.

- e. *International service agencies.* American-Korean Foundation, CARE, and Project HOPE have furnished the Chairman of the Civil Service Commission satisfactory assurance of nondiscrimination policy and practice with respect to their national organizations and all local chapters, committees and other units. Accordingly, local units of these national voluntary agencies are exempted from the requirement of filing assurances with local Federal officials.
- f. *Recipient of assurances filed locally.* Nondiscrimination assurances required to be filed at the local level shall be filed with the chairman of the appropriate local Federal coordinating group, as listed in Appendix B, or in the absence of such organization in the local area, with the head of the local Federal installation having the largest number of civilian and military personnel.

C. *No further assurance required.* A national or local voluntary agency which has filed satisfactory nondiscrimination assurance for the fiscal year beginning July 1, 1965, and has maintained such nondiscriminatory policy or practice without substantial change is not required to file further assurance to continue its eligibility for subsequent years unless such further assurance is expressly requested by the appropriate Federal official.

V. ADMINISTRATION BY THE FEDERAL GOVERNMENT

A. *Responsibility for administration.* The responsibility for administration of the nondiscrimination requirements at the national level is assigned to the Office of the Chairman, Civil Service Commission.

At the local level, each local Federal coordinating group is authorized and responsible for administration of the nondiscrimination requirements in its local area. In the absence of such an organization in the local area (county), the authority and responsibility is assigned to the head of the local Federal installation having the largest number of civilian and military personnel. At their discretion, a local Federal coordinating group may redelegate to an appropriate committee, or the head of a designated local Federal installation may redelegate to a subordinate official, such of the authority assigned in this section as is deemed appropriate.

After July 1, 1965, the heads of Federal offices and installations shall permit the solicitation of employees or military personnel on the job, or "off-the-job" as defined in Manual section 3.6, only on behalf of such voluntary agencies as have been determined by the responsible Federal coordinating group or official to be qualified under the nondiscrimination standard and related requirements. The nondiscrimination requirements do not apply, of course, to solicitations of Federal personnel at their homes or otherwise in their capacity as private citizens away from their place of employment or duty stations.

B. *Acceptance of nondiscrimination assurances.* The appropriate Federal official in each local area, as designated above, will review nondiscrimination assurances filed with him to determine that they meet the requirements. He will request such additions or amendments as may be needed. He will notify the heads of all local Federal offices and installations of his finding with respect to the receipt of satisfactory non-discrimination assurances from all voluntary agencies which are otherwise eligible to solicit contributions from Federal personnel in the local area. Assurances will be retained as official records in the custody of his office. The responsible local Federal official may request interpretation or advice from the Office of the Chairman, Civil Service Commission, as needed.

C. *Disqualifications.* If a required nondiscrimination assurance is not filed with the appropriate Federal official, or is filed but is determined by him to be unsatisfactory, the voluntary agency concerned shall not be permitted to solicit contributions from Federal personnel in the local area until satisfactory assurance is received.

In the event a voluntary agency files satisfactory assurance but information is received which raises a substantial question whether the agency's practices in fact meet the standard, the appropriate Federal official shall make such investigation as may be necessary and, after providing the agency an opportunity to present evidence of satisfactory compliance, shall make a determination whether Federal fund-raising privileges in the local area will be granted or withheld from the agency. If a substantial question regarding nondiscrimination practices is raised with respect to a voluntary agency which furnished its assurance to the Civil Service Commission or the National Budget and Consultation Committee, the appropriate Federal official will forward the question and all available related information to the Office of the Chairman, Civil Service Commission, for investigation.

If a local united fund, community chest or other federated organization does not itself file the required nondiscrimination assurance, the federated organization shall not be permitted to solicit contributions from Federal personnel in the local area until satisfactory assurance is received. In such event the local area becomes a nonfederated community for purposes of Federal fund raising. Member agencies of the federated organization which individually have met the nondiscrimination requirement will not be allowed to

solicit independently. However, they may organize a coordinated solicitation in accordance with the provisions of Manual section 3.56.

If a local united fund, community chest or other federated organization furnishes satisfactory assurance for its own organization, the fact that one or more of its member agencies has not met the nondiscrimination requirements does not cancel the federated organization's Federal fund-raising privileges in the local area. It may conduct a solicitation in the Federal service on behalf of those member agencies which have met the requirements. However, nonqualifying agencies shall not be listed in the solicitation literature distributed in Federal offices and installations and shall not participate in nor benefit, directly or indirectly, from contributions received in the Federal solicitation. If the federated organization conducts a solicitation in

the general community which includes nonqualifying agencies, it will be necessary to treat receipts from the Federal solicitation as donor-restricted funds, separate and distinct from the funds received from other contributors, so as to insure that nonqualifying agencies do not benefit directly or indirectly from the Federal solicitation, as follows:

1. Funds from the Federal solicitation shall be identified separately from other funds in the organization's financial records and shall be allocated only to agencies which participated in the Federal solicitation; and
2. Funds from non-Federal sources shall be allocated in a separate process and the proportionate shares assigned to nonqualifying agencies shall not be increased to offset losses due to their disqualification for the Federal solicitation.

APPENDIX G

THE COMBINED FEDERAL CAMPAIGN

I. PURPOSE

These arrangements for local combined Federal campaigns for voluntary health and welfare agencies have been established in order to:

1. Meet employee wishes for a single campaign,
2. Reduce costs to the Government, and
3. Increase contributions to voluntary health and welfare.

They have been approved by the Chairman of the Civil Service Commission under the authority of Executive Order 10927, dated March 18, 1961, which governs fund raising within the Federal Service.

II. BACKGROUND

Federal employees and members of the Armed Forces contribute over twenty million dollars a year for charitable purposes in response to fund-raising appeals on the job. Their contributions go to four broad categories of voluntary agencies:

Local united funds and community chests, on behalf of local and national health, welfare and recreational services including such agencies as the Boy Scouts and Salvation Army;
 The American Red Cross;
 National health agencies like the American Cancer Society and American Heart Association;
 International service agencies like CARE and Radio Free Europe. *see C 3*

Since 1956 the arrangements for these groups have involved two or three separate drives on the job each year: The local united fund or chest in the fall; the national health agencies and international service agencies in the winter; and the Red Cross in March at locations where it does not participate in the united fund. A detailed statement of the eligibility standards, program arrangements and campaign practices is contained in the Federal Fund-Raising Manual, issued May 1963.

In recent years many Federal managers and employees have suggested that the separate drives be consolidated into a single annual solicitation to save time and expense on this work. At the same time, voluntary agency representatives have been urging that payroll deductions be authorized for the payment of Federal employee contributions, since this facility tends to increase the level of giving and to reduce the cost of collecting pledges. After extensive consultations with the Fund-Raising Advisory Council, it was agreed to try out a combined campaign with payroll

deductions in the fall of 1964 at a few representative locations in order to test the arrangements and to determine whether the expected benefits could in fact be realized.

III. THE 1964 EXPERIMENTS

The combined campaign was approached as a matter of experiment because of expected difficulties in developing arrangements that would be fair and practical for all parties. The policies and procedures of local united funds, which customarily receive 70-85 percent of Federal employee contributions, vary widely from those of the national health agencies (10-20 percent) and the international service agencies (5-10 percent). Their differences in philosophy and method are substantial and their interests are competitive.

The general plan for the experiments was formulated jointly by management and employee representatives of the Government and national representatives of the authorized campaign organizations.¹ Since united funds and chests are autonomous local organizations and Federal fund-raising operations are on a decentralized basis, detailed arrangements were negotiated by local Federal and voluntary agency representatives at each of the test locations.

In overall results, the experiments were highly suc-

¹ The four authorized campaign organizations are as follows:

1. A local united fund, community chest, or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc. The number of member agencies in a fund or chest campaign varies from around 20 to over 200 depending upon the locality.
2. The Federal Service Campaign for the National Health Agencies. There are 12 health agencies recognized nationally but eligibility to solicit through FSCNHA is limited to those locations where the national agency has a state or local chapter or affiliate (a) which is organized to serve the local area (county), and (b) which is not a member agency of the local united fund or chest. The number of participants in FSCNHA at any location varies from around 6 to 12. *see C 3*
3. The Federal Service Joint Crusade. There are 4 recognized international service agencies which make up this campaign group at all locations. Since their program operations are all conducted overseas, fund-raising eligibility is not limited to the places where they have local chapters or committees nor do they belong to united funds or chests at any location.
- 3/4. The American Red Cross. At locations where Red Cross does not raise funds in partnership with the local united fund or chest its chapters constitute a fourth campaign group. *C 3*

cessful. The combined campaign was well received by management and employees. Solicitation was generally easier and quicker than in previous campaigns

and the potential for reduced costs to the Government and the voluntary agencies was apparent. Employee contributions increased substantially, as shown below:

A. Overall results

	Total in previous year	Total in combined campaign	Dollar increase	Percent increase
Bremerton, Wash.	\$85, 089	\$116, 492	\$31, 403	37
Chicago, Ill.	1 284, 000	442, 379	158, 379	56
Dover, N.J.	42, 679	96, 128	53, 449	125
Macon, Ga.	208, 727	342, 826	134, 099	64
San Antonio, Tex.	593, 042	899, 699	306, 657	52
Washington, D.C.	4, 756, 201	5, 720, 944	964, 743	20

1 Estimated.

B. Analysis of employee participation

	Use of payroll payment		Average gift			Per capita gift	
	Percent contributors	Percent dollars	Payroll	Other	Total	1964	1965
Bremerton.....	41	60	\$16. 78	\$7. 64	\$11. 40	\$7. 31	\$9. 34
Chicago.....	36	70	20. 93	5. 23	10. 41	5. 16	7. 77
Dover.....	42	73	23. 09	6. 61	13. 44	5. 67	11. 34
Macon.....	54	74	24. 04	9. 84	17. 53	9. 93	16. 06
San Antonio.....	30	57	22. 02	6. 87	11. 56	7. 51	10. 66
Washington.....	20	33	31. 19	15. 80	18. 89	14. 86	18. 40

The experiments demonstrated that the basic objectives can be met successfully by a combined campaign with payroll deductions. Federal officials at the test locations recommended that CFC be continued and be made available for use widely in the Federal service. The voluntary agencies were definitely pleased with the substantial dollar increases received and wish to continue.

Various modifications in the experimental policies and procedures were recommended to correct or improve weaknesses disclosed by experience in the test campaigns. Local planning negotiations at some of the test locations had been unduly protracted and time consuming. Campaign materials generally were too complicated. The procedures for designating gifts to individual agencies caused excessive accounting time. And the arrangements for division of campaign receipts provoked substantial controversy among the campaign groups.

The CFC plan in its present form contains several provisions designed to minimize these problems. They were developed through extensive consultation with national representatives of the campaign organizations and, in several respects, represent a necessary compromise between opposing points of views. The compromise provisions have been endorsed unanimously by the Federal Fund-Raising Coordinating Group of top management and employee organization leaders in the Government, after careful consideration of the issues involved.

IV. LOCAL AUTONOMY

A. Authority of local Federal coordinating groups²

Each Federal coordinating group is authorized and requested to organize a Combined Federal Campaign in the local area for which it has fund-raising responsibility. Civilian employees and members of the Armed Forces in all Federal offices and installations in the local campaign area are to be included. The heads of executive departments and agencies will request their local officials to cooperate fully with the decisions of the Federal coordinating group on all aspects of CFC arrangements, in the interest of achieving a single, unified campaign for all Federal personnel in the local area.

Within the basic ground rules established by the Chairman of the Civil Service Commission, the local Federal coordinating group is authorized to make final decisions on all matters on which the local representatives of the campaign organizations do not reach mutual agreement after a reasonable period of negotiation, such as the details in setting ratios for division of undesignated money, in drafting campaign materials, in relative publicity, etc. The local Federal coordinating group is expected to give thoughtful consideration to the equities involved and the recommendations of each campaign organization on the matters at issue and to render impartial decisions which will promote the pur-

² For a description of these groups and their locations see Manual section 2.6 and Appendix B.

poses of the Combined Federal Campaign. The basic ground rules are set forth in Parts VI and VII and may not be changed or modified by local decision.

In the event that a local Federal coordinating group, after taking appropriate steps to initiate a combined campaign, finds in its judgment that it would be impractical to conduct CFC in its local area this year, the group's decision not to hold the campaign will be final and separate drives will proceed during fiscal 1967 as usual.³ The group should report its action promptly to the Chairman of the Commission and advise the reasons why CFC cannot be held and the steps being taken to implement it in 1967.

At locations where there is a significant number of Federal personnel (as a "rule of thumb," 1,000 or more, civilian and military) and there is no Federal coordinating group in being, the head of the local Federal installation having the largest number of personnel should initiate action this year to form a Fund-Raising Program Coordinating Committee⁴ looking toward the operation of CFC in fiscal 1967. He should notify the Office of the Chairman, Civil Service Commission, when the Committee has been established. National representatives of the campaign organizations advise that it will be difficult to undertake local planning this year at more places than those now covered by Federal coordinating groups. However, there is no prohibition against undertaking CFC this year at any location if the local Federal and voluntary agency officials agree they want it and can organize rapidly enough to conduct an effective campaign.

B. Local united funds and community chests

There are some 2,100 united funds and chests in the United States so it has not been possible to involve them directly in the national planning for the Combined Federal Campaign. Representatives of their national association, the United Community Funds and Councils of America, Inc., have participated fully with the other campaign organizations in evaluating the experiments and developing the final plan. They regard the arrangements as greatly improved over the 1964 experimental plan but still not acceptable to many local funds.

Since the local fund or chest is generally the predominant beneficiary of Federal employee contributions, its cooperation is essential to the implementation of CFC in any community. Accordingly, the local fund or chest will be given the opportunity freely to

³ This authority is intended to cover any serious local contingencies which cannot be anticipated in the national plan. For example, if a local Federal installation of predominant size is scheduled for closing in calendar year 1966 the provision for payment of pledges through payroll deductions in 1966 could make it impractical to undertake CFC this year. On the other hand, if the problem should be lack of cooperation by a local Federal agency, rather than foregoing the campaign the local Federal coordinating group chairman should telephone the Office of the Chairman, Civil Service Commission, code 202-343-7266, to obtain assistance in resolving the problem.

⁴ See Manual, section 2.61c.

decide whether or not it wishes to participate with the other campaign organizations in a combined Federal campaign. Local Federal officials should explain the wishes of the Government and its employees for this arrangement and the expected increase in contributions. However, if the local united fund or chest declines to participate, the combined campaign will not be undertaken and separate campaigns by each organization will proceed in the usual manner as outlined in the Manual. Payroll deductions will be authorized only for the combined campaign arrangement.

★ If the fund or chest is not the predominant beneficiary of Federal employee contributions in the local area, i.e., if in the past it has received less than half of the total donations in the authorized voluntary agency campaigns, and the other campaign organizations all want to proceed with a combined campaign, the local Federal coordinating group may recommend to the Chairman of the Civil Service Commission withdrawal of the fund's right to veto CFC.★

C. National voluntary agencies

National representatives of the American Red Cross and the recognized⁵ national health agencies and international service agencies have participated fully in the development of the CFC plan.

The national health agencies and international service agencies have agreed nationally to participate in CFC under the basic ground rules prescribed. Their local representatives will participate as full partners in the formulation of detailed arrangements for the local campaign, preparation of campaign materials, etc. If there is disagreement on details which cannot be resolved on a timely basis by direct negotiations between the campaign organizations, such matters will be referred with the recommendations of each organization to the local Federal coordinating group for final decision:

In the event that any of the national voluntary agencies should choose not to participate in CFC under the final arrangements decided locally it may, of course, withdraw from the campaign, but it will not have fundraising privileges in local Federal offices or installations during the fiscal year involved. This policy is in keeping with the agencies' agreement nationally to participate in CFC under the basic ground rules prescribed in the plan.

⁵ An Eligibility Committee of Federal management and employee representatives annually screens applicants for fundraising privileges, using comprehensive standards relating to program worth, administrative integrity and financial responsibility. Agencies recognized for fiscal 1966 are: *National Health Agencies*—American Cancer Society, American Heart Association, Arthritis Foundation, Muscular Dystrophy Associations of America, National Association for Mental Health, National Association for Retarded Children, National Cystic Fibrosis Research Foundation, National Foundation-March of Dimes, National Multiple Sclerosis Society, National Society for Crippled Children and Adults, National Society for the Prevention of Blindness, and United Cerebral Palsy Associations. *International Service Agencies*—American-Korean Foundation, CARE, Inc., Project HOPE, and Radio Free Europe.

In communities where the Red Cross conducts an independent campaign in the Federal establishment in March it will be regarded as a separate campaign organization and full partner in the combined campaign. Red Cross chapters have independent authority with respect to fund-raising policy, so responsibility for deciding on participation in OFC rests with the local chapter board of directors. As with the other national organizations, in the event local Red Cross chapters choose not to participate in CFC under the final arrangements decided locally they are not authorized to have a separate campaign in local Federal offices or installations during the fiscal year involved.*

V. ORGANIZING THE LOCAL CAMPAIGN

Immediately upon receipt of this plan, the local Federal coordinating group should designate a CFC Committee from among its principal members to give top policy leadership and direction to the planning and conduct of the combined campaign. Any of the authorities assigned to the group in this plan may be redelegated to the CFC Committee.

Employee representatives should be appointed to the CFC Committee, where possible from among the principal employee organizations recognized in local Federal installations, so as to insure employee participation in the planning and conduct of the campaign.

The chairman of the CFC Committee should initiate action promptly to organize and plan for the local combined campaign. Immediate action steps suggested are as follows:

1. Meet with the principal representatives of the authorized campaign organizations in the local area, i.e. the local united fund or community chest, the national health agencies, the international service agencies and, in communities where it has a separate Federal campaign, the Red Cross. Attempt to enlist their cooperation in the combined campaign. Furnish copies of the CFC plan and the Federal Fund-Raising Manual as needed.
2. Establish a local joint work group of Federal and voluntary agency representatives. Its purpose is to assemble necessary information and data, plan the detailed arrangements, identify and attempt to resolve any policy issues, and prepare the campaign materials. The work group should have a Federal chairman, other management and employee representatives as deemed advisable, and a designated representative from each of the authorized campaign organizations. If participation by the local united fund (community chest and Red Cross at some locations) is delayed because of the need to obtain formal authorization from its board of directors, request designation of a representative on a tentative basis so that preliminary planning can get underway in the meantime.

* Except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the Civil Service Commission. (See Manual, section 3.52.)

3. Insure that the joint work group's planning and materials preparation is scheduled and moves ahead rapidly and that detailed arrangements are approved and issues resolved on a timely basis by the Federal coordinating group.

VI. ESTABLISHING LOCAL CFC ARRANGEMENTS

Note. The arrangements outlined in this part constitute basic ground rules for the Combined Federal Campaign. Local Federal coordinating groups are not authorized to vary from these rules except to the extent that local variations are expressly provided for.

The local joint work group should proceed promptly to work out and recommend to the Federal coordinating group the detailed arrangements for the campaign, covering the items listed below.

A. Campaign name

The name will be the COMBINED FEDERAL CAMPAIGN. The title should include the year for which contributions are solicited and identification of the locality, as for example: 1966 SAN ANTONIO AREA COMBINED FEDERAL CAMPAIGN.

B. Campaign period

This may be any period not in excess of six weeks between September 1 and November 30, 1965. Since the Federal fund-raising program is on a fiscal year basis, the national agency campaigns to be combined in CFC are those which normally would have been held in the local area in fiscal 1966. There is no change in the timing of the 1966 national agency campaigns outside the local CFC area.

C. Campaign area

The exact geographic area to be covered by the combined campaign will be determined locally, taking into account past practice and the feasible scope for a single, coordinated campaign. Generally this will be the area that has been used in previous years for a coordinated campaign on behalf of the local united fund or chest. At some locations more than one united fund or chest may be involved. Clear demarcation of the campaign area is necessary, among other reasons in order that the 1966 national agency campaigns outside the CFC areas can be conducted without overlap or confusion.

D. Past contributions data

Each of the authorized campaign organizations should report its total dollar receipts in the last 3 years from Federal military and civilian personnel in the campaign area established in C above. For a fiscal 1966 combined campaign, this refers to contributions in on-the-job campaigns held in fiscal years 1963, 1964, and 1965. Compile a separate 3-year total for the united fund or chest, the national health agencies (FSCNHA), the international service agencies (FSJC) and, if it has an independent local Federal campaign,

the Red Cross. The ratio of these 3-year totals is the base for setting the ratio for division of undesignated funds in the combined campaign.

E. Ratio for division of undesignated funds

Undesignated funds are the dollars donated or pledged in the combined campaign that are not designated to particular beneficiary agencies. The percent-

age distribution of undesignated funds among the authorized campaign organizations will be predetermined on a basis which gives effect to the past giving experience by Federal contributors in the local campaign area. A 3-year experience period is used so as to avoid severe fluctuations due to special factors affecting contributions in any one year.

The ratio of the total contributions received by each group in their local Federal campaigns during the latest three-year period will be the basic ratio for division of undesignated funds. The local joint work group may recommend adjustments in this base as needed to accommodate to: (1) inability to compile accurate data on past contributions in the local campaign area, (2) shifts of member agencies from one group to another, (3) a Red Cross emergency or disaster appeal, and (4) any other major circumstance which any of the groups believes should be considered in setting the final ratio. If the campaign organizations cannot agree on the final percentage ratio after a reasonable time for negotiation, the matters at issue will be referred with the recommendations of each organization to the Federal coordinating group for final decision.

F. Contributor designations

The contributor's information leaflet will identify the participating campaign groups and list their member agencies with a brief statement describing each agency's program. The leaflet will tell the contributor the predetermined ratio by which undesignated funds will be divided among the groups and of his right to designate gifts to individual agencies. Several lines will be provided on the pledge form where he may write in such designated gifts.

★Mention will be made in the leaflet and provision made on the pledge form for designation only to individual agencies, not to campaign groups. If the contributor should write in a group designation, however, such designation will be tabulated and allocated to the group in accordance with the contributor's instructions.★

The right to designate will be plainly stated in the contributor's leaflet, but designations will be neither encouraged nor discouraged by keymen solicitors or in campaign publicity materials and speeches.

The CFC central accounting point will tabulate all contributor designations and allocate them to the appropriate campaign group, identified as to agency recipient. These amounts will be separate and in addition to each group's share of undesignated funds allocated on the basis of the predetermined ratio.

These arrangements are based upon experience in the 1964 experimental campaigns. They preserve the right of the contributor to make meaningful designations to agencies in which he has a special interest while avoiding a widespread fragmentation of gifts which can cause excessive accounting time and expense.

G. Dollar goals

A dollar goal for the overall combined campaign is recommended. Generally, it provides a focus for group spirit and unity of purpose that contributes materially to success. By apportioning the goal equitably among the Federal offices and installations, each agency shares responsibility in the team effort and has a mark to gauge its accomplishment.

In developing the proposed goal, the local work group should take into account past giving experience in local Federal campaigns, the needs and reasonable expectations of the voluntary agencies in the current campaign

situation, and the probability of a substantial increase in the level of giving due to the single campaign and payroll payment plan. The objective should be to set a goal that is attainable and which can be exceeded in an enthusiastic and purposeful campaign.

Dollar goals are not required. An alternative approach, used successfully in the 1964 Chicago experiment, is to rely on Fair-Share Giving as the principal incentive. The Chicago "goal" was 75 percent participation at the fair-share level.

II. Fair-share guides and voluntary giving

Suggested fair-share giving guides for the individual contributor should be constructed locally. The guide may be shown in the contributor's leaflet or on the pledge form. It will be accompanied by a statement that the guide is provided because employees often ask for one but that the decision to give and the amount is up to each employee.⁷ In this connection, Federal agencies are not authorized to furnish employees an individual fair-share guide based upon the employee's specific pay or grade; a guide in this form is comparable to an individual quota or assessment which is prohibited by the Manual.⁷ The contributor's leaflet or the pledge form will also include the express statement that the employee has the privilege of making his gift confidentially through the use of a sealed envelope which will be delivered without opening to the voluntary agencies.⁸

In the contributor's leaflet and other campaign publicity it will be desirable to emphasize the concept of the single annual campaign, referring to the fact that the contributor's pledge is to cover what he would have given in the three (or four) separate campaigns usually held and to point out that the privilege of extended payment through payroll withholding makes it possible for him to cover a full year's commitments at one time.

The suggested amounts of fair-share gifts should of course be structured in relation to the contributor's ability to give and the scale should be in reasonable relation to the campaign goal and the guides used in local private employment. Since payroll withholding is new, the guide should show the amount of periodic payroll deduction suggested as appropriate for various pay levels. This may be combined with or supplemented by guides for cash giving or direct-payment pledges. These are usually represented in terms of percent of annual income, number of hours' pay, or in tabular form showing suggested size of gift in relation to various income levels. For illustration, see the fair-share guide in Attachment A, which was used in the 1964 experiments at Dover, Macon and Washington. The scale in this guide was constructed around an approximate \$6,000 Federal civilian salary average and an average \$26 fair-share contribution.

I. Central receipt and accounting for contributions

The authorized campaign organizations should arrange, by mutual agreement, for a central receipt and accounting point in the local area for CFC contribu-

⁷ See Manual, section 5.5.

⁸ See Manual, section 5.6.

tions. This is essential in order to avoid the need for multiple pledge and report forms, which would greatly complicate on-the-job solicitation procedures, and to provide a central point for receipt of periodic remittances from Federal payroll offices during the ensuing year. Central receipt and accounting can be arranged as a joint operating activity of the campaign organizations; one of them can act as agent for all with a sharing of expenses; or they may be able to obtain volunteer services from a local bank.

The central accounting point will tabulate contributions according to the designations on pledge forms and the predetermined ratio for division of undesignated funds, furnishing each campaign organization with appropriate detail regarding designations to member agencies. The final audited totals of designated and undesignated contributions to each campaign organization will constitute the ratio for distribution of receipts by the central accounting point. The campaign organizations will be responsible for distribution internally to member agencies in accordance with organization agreements.

The cost of central receipt and accounting (and other identifiable expenses such as for the printing of campaign and publicity materials) will be shared by the campaign organizations under any arrangement that is mutually acceptable to them. To avoid subsequent misunderstandings, they should reach a firm agreement in advance of the campaign specifying the nature of the expenses to be shared, the method of distribution and the time of billing. Generally, in the 1964 experiments the campaign organizations found it satisfactory to share expenses in the same ratio as their total receipts of designated and undesignated contributions. Central accounting and expense-sharing agreements are the responsibility of the campaign organizations, and the Government will not enter into their administration.

J. Pledge collection

The use of voluntary payroll withholding is authorized for military and civilian personnel at CFC locations in addition to the usual methods of cash contribution or direct payment of pledges. It is discretionary in the local area whether to provide for direct payment of pledges. However, a system providing only the alternative of cash or payroll deductions may tend to limit contributions from (1) low-paid employees who cannot afford the 50-cent minimum payroll allotment and (2) employees who contribute through confidential pledge. Keyman collection of installment pledges is not authorized in view of the availability of the payroll payment system.

K. Campaign and publicity materials

Campaign and publicity materials will be developed in the local area and will be printed and supplied by the campaign organizations. Although the type of materials needed are fairly standard in fund-raising campaigns, the variation from one location to another in size and composition of the campaign organizations and in the detailed policy and operating arrangements makes it impractical to produce materials nationally.

A single Contributor's Information Leaflet, a Pledge Form and a Payroll Withholding Authorization are to be distributed by keymen to each potential contributor. The objective should be to provide a simple and attractive package which has fund-raising appeal and essential working information. Treatment should focus on the *combined* campaign and homogeneous appeal without undue use of organization symbols or other distractions that compete for the contributor's attention. Extraneous instructions regarding the routing of forms, tallying contributions, etc. which are primarily for keymen should be avoided. The leaflet, the pledge and the payroll authorization may be combined into a single piece or two pieces, perforated or hinged for separation, if this is deemed desirable.

Generally, the layout and text of campaign and publicity materials are for local determination. Layouts for a contributor's leaflet and a pledge form, drafted in connection with the National Capital Area campaign, will be furnished to local Federal coordinating groups by June 1 as sample material to facilitate local development. Certain items are prescribed, as follows:

1. *Contributor's leaflet.* This will be the only informational hand-out to individual contributors. It will describe the new CFC arrangement and payroll deduction privilege, the participating campaign organizations, the provisions for designations and division of undesignated funds, etc. It will list each member agency of the campaign organizations with a brief statement of its program. While length may vary, a factual statement of about 25 words should be adequate for each agency.

Some sample text items regarding CFC are included in Attachment A for illustration.

2. *Pledge form.* This working form will go when completed to the central receipt and accounting point for the local campaign. Its format will include three or more blank lines for write-in designations.
3. *Payroll withholding authorization.* This working form will go when completed to the contributor's payroll office. There are some 1,400 separate payroll offices serving Federal personnel. Many of the departments and agencies payroll on a national or area basis and will be receiving withholding authorizations from a number of local combined campaigns. Accordingly, the authorization must be in standard format and bear adequate identification of the local campaign.

The name and mailing address of the local-CFC central receipt and accounting point will be printed in the upper right corner of the form. The name should be the same as that for the campaign, including the year, as for example, 1966 SAN ANTONIO AREA COMBINED FEDERAL CAMPAIGN. The year is needed in order for the receipt point to distinguish between the last payroll remittances for one year and the first remittances for the next. The address may include "care of" identification if this is essential

for mail delivery. The box headed "IDENTIFICATION NO." will be used for contributor's social security number, except in the case of agencies which have a separate payroll identification numbering system and in the military services.

The standard format and text for payroll withholding authorizations is shown in Attachment B. Generally it should be printed in sheet form. If there are large Federal installations payroll locally with ADP equipment they may prepare prepunched cards with the standard text. Both the sheet form and punched card form are illustrated in the attachment.

Other campaign materials which may be needed, depending upon the size of the operation and local custom include:

1. Chairmen's Guide.—For use of campaign chairmen in individual Federal installations.
2. Keyman's Guide.—Instructions for keymen about CFC arrangements, solicitation methods and forwarding procedures.
3. Keyman's Report Envelope.—With tally sheets (which may be printed on the envelope) on which the keyman will list the names of contributors or the number of confidential envelopes enclosed.
4. Miscellaneous Campaign Items.—Contributor's Receipt, "We Gave" Window Sticker, Posters, Progress Charts, Awards, etc.
5. Publicity Items.—News stories and fillers for the local press and house organs, all-employee letters, speeches for campaign leaders, division chairmen, etc.

VII. PAYROLL WITHHOLDING

★The following policies and procedures are authorized for payroll withholding operations in accordance with Civil Service Regulations, Part 550, Pay Administration. The service fee to be charged uniformly by all departments and agencies is 2 cents per deduction. Explanatory notes are shown in parentheses.★

A. Applicability. Voluntary payroll allotments will be authorized by all departments and agencies for payment of charitable contributions to local combined Federal campaign organizations.

B. Allottees. The allotment privilege will be made available to Federal personnel as follows:

1. Employees whose net pay regularly is sufficient to cover the allotment, excluding those serving under appointments limited to one year or less. (Includes part-time and substitute employees who are regularly employed. Temporaries are excluded because the extended payment plan of payroll withholding is appropriate only for contributors who are expected to continue in employment through the calendar year for which contributions are pledged.)
2. Members of the Armed Forces, excluding those on only short-term assignment in the area. (The Department of Defense has modified its military pay allotment regulations to authorize allotments for CFC charitable contributions by service members.)

C. Authorization.

1. Allotments will be wholly voluntary and will be based upon contributors' individual written authorizations.

2. Authorization forms in standard format will be printed by the combined campaign organization at each location and will be distributed to employees along with other campaign materials at the time charitable contributions are solicited.

3. Completed authorization forms should be transmitted to the payroll offices as promptly as possible but not later than December 15.

D. Duration. Authorizations will be in the form of a term allotment for one full year—26, 24 or 12 pay periods depending upon allottee's pay schedule—starting with the first period beginning in January and ending with the last pay period which begins in December. (The standardization of beginning and ending dates, except for individual discontinuances, is intended to simplify payroll operations and minimize costs.)

E. Amount.

1. Allottees will make a single allotment of an equal amount to be deducted each pay period during the year.

2. The minimum amount will be 50 cents biweekly or semimonthly, \$1.00 monthly, with no restriction on size of increment above the minimum.

3. No change of amount will be authorized during the term of an allotment.

4. No deduction will be made for any period in which allottee's net pay after all legal and previously authorized deductions is insufficient to cover the allotment; no adjustment will be made in subsequent periods to make up for deductions missed.

(These conditions are for the purpose of simplicity and economy in payroll operations. The 50-cent minimum is essential in order to keep administrative expense in reasonable relation to the amount of contributions.)

F. Remittance.

1. One check will be sent by the payroll office each pay period, in the gross amount of deductions made on the basis of current authorizations, less service fees withheld, to the combined campaign organization at each location for which the payroll office has received allotment authorizations.

2. The check will be accompanied by a statement of the number of employee deductions included and the total amount of the service charge withheld. There will be no listing of allottees included or allottee discontinuances. (No listings of individual allottees will be needed with remittances. Since these allotments are voluntary contributions which may be discontinued at will and are not otherwise collectible there would be no value, commensurate with the expense, in the campaign organizations' maintaining individual accounts on pledges serviced by a payroll allotment. The combined campaign organization will distribute payroll remittances among the participating campaign

groups, and internal distribution will be made to member agencies within the groups, in accordance with proportions established on the basis of employee pledges as totaled at the close of the campaign.)

G. Discontinuance.

1. Allotments will be discontinued automatically:

- (a) On expiration of the one-year withholding period,
- (b) On death, retirement, or separation of allotter from the Federal service.

2. Allotter may revoke his authorization at any time by request in writing to the payroll office. Discontinuance will be effective the first pay period beginning after receipt of written revocation in the payroll office.

3. A discontinued allotment will not be reinstated.

H. *Transfer*. When an allotter moves to an organizational unit served by a different payroll office, whether in the same or a different department or agency, his allotment authorization will be transferred to the new payroll office, unless expressly revoked by the individual. If there is a delay in receiving the transferred authorization in the new payroll office, allotter should be permitted to complete a new authorization for the remainder of the one-year withholding period, which will be considered as superseding and revoking his previous authorization.

I. *Accounting*. Establishment of individual allotment accounts, deductions each pay period, reconciliation of employee accounts, and deposit of service fees withheld will be in accordance with agency and General Accounting Office requirements.

(The simplified system provided in F. *Remittance* is intended to minimize paperwork and to eliminate the need for any accounting reconciliations between payroll office and campaign organizations. The payroll office accepts responsibility for the accuracy of remittances, as supported by current allotment authorizations and internal accounting and auditing requirements. The campaign organizations or their designated agents accept responsibility for the accuracy of distribution of remittances among the campaign groups, based upon employee pledges and arrangements for independent audit agreed upon by the participating campaign groups.)

VIII. ORIENTATION, TRAINING AND PUBLICITY ARRANGEMENTS

The Combined Federal Campaign involves so many new features that a formal plan should be developed by the local joint work group to cover the orientation of management and employee organization officials, training of keymen, and publicity to employees and servicemen.

It is expected that all Federal officials will assist campaign leaders by conducting an enthusiastic and purposeful solicitation in their installations in order to develop maximum group interest and response. In orientation programs, however, care should be taken to make clear that Manual policies and procedures are to be maintained intact as they apply to prohibition

against individual employee quotas, assessments, or any other form of coercive action, and to the employee's right of privacy as to the amount of his gift and his privilege to contribute through use of a confidential envelope.

Since employees and servicemen may have difficulty with the new pledge and payroll withholding arrangements it is essential that keymen be trained effectively on the new procedures and be equipped to answer any questions or problem the contributors may have in this respect as well as questions of a substantive nature regarding the programs of the voluntary agencies.

Employees and servicemen should be told the background and purpose of the combined campaign arrangements, including the use of installment payment through payroll withholding. Special stress should be placed on giving enough on a once-a-year basis to provide a fair amount of support for all authorized campaign organizations.

IX. NATIONAL COORDINATION AND REPORTING

The Assistant to the Chairman, U.S. Civil Service Commission, is responsible at the national level for advice to local Federal coordinating groups regarding CFC arrangements. Direct communication by mail and telephone is recommended.

Manual Appendix B lists the locations of Field Coordinating Groups. If there are Fund-Raising Program Coordinating Committees at locations not listed they should promptly notify the Assistant to the Chairman so they can be added to the mailing list for receipt of any supplementary information or instructions issued.

All chairmen of Field Coordinating Groups are requested to furnish reports to the Assistant to the Chairman, as follows:

1. *Before July 1*.—a report that CFC is being undertaken locally next fall, or a statement of the reasons why it has been determined to be impractical. Furnish information and data as follows:

- (a) CFC campaign area.
- (b) Estimated number Federal personnel to be solicited, separate for civilian and military.
- (c) Receipts in past fiscal year by each campaign organization from Federal personnel in CFC area.
- (d) Ratio for division of undesignated funds.

2. *Before January 1*.—a report of campaign results, as follows:

- (a) Basic data.—Number solicited, Number contributors, Total receipts, Per capita gift.
- (b) Payroll deductions.—Number authorizing, Total pledged.
- (c) Designations.—Summary totals, by campaign organization.
- (d) Final distribution ratio for division of designated and undesignated receipts.
- (e) Narrative summary evaluation of CFC arrangement based upon campaign experience.

* * * * *

SAMPLE TEXT ITEMS

WHAT IS THE COMBINED FEDERAL CAMPAIGN? It's a one-time solicitation for voluntary health and welfare agencies. The (name of local united fund) and the National Health and International Service Agencies (add American Red Cross where appropriate), which normally would solicit next spring are cooperating locally in a single campaign for Federal personnel. This will be the only fund-raising drive for voluntary agencies this year.

HOW DID IT COME ABOUT? Many employees have asked for a single charity drive. It can save a great amount of time and expense for the Government and the voluntary agencies. One drive makes it practical, too, to have a payroll payment plan. The combined Federal Campaign has the full endorsement of the heads of executive departments and agencies and the presidents of major employee organizations.

WHY PAYROLL PAYMENT? Employees and servicemen want to contribute their fair share. Payroll payment helps you to do this because you spread your gift in small installments over a full 12 months. What you give does not depend upon how much cash you have on hand at the time you are solicited. Remember, your one-time pledge covers all charitable contributions on the job this year.

The payroll payment plan is available to all civilian employees, except those with a temporary appointment of less than one year, and to members of the Armed Forces who are assigned in this area. Its use is optional and voluntary with the contributor, under the ground rules which the Government has set to keep down payroll withholding costs:

1. Minimum allotment per payday is 50¢ if you are paid every two weeks or twice a month, or \$1 if paid monthly. Above these minimums, allotment may be in any amount.
2. Withholding in the amount authorized will be for a full year beginning with the first pay period in January 1966. You may discontinue the allotment at an earlier date upon written request to the payroll office, but you cannot change the amount or begin payroll payment again in 1966.

HOW ARE PLEDGES DIVIDED AMONG THE CAMPAIGN ORGANIZATIONS? A proportionate amount for each of the campaign organizations has been worked out on the basis of their past receipts from Federal personnel in this area, as shown below. If you want to designate a special amount for any of the agencies participating in these organizations, write the name and amount in the space provided on the pledge form and your designation will be honored.

	<i>Percent</i>
(Name of local united fund).....	—
National health agencies.....	—
International service agencies.....	—
(Red Cross, if separate).....	—
Total	100

SUGGESTED SCALE OF GIVING. Everyone wants to help his fellowman, but the question is frequently asked "What's my share?" Of course, there's no single answer. The Guide below suggests what a fair share of the campaign goal would be for those at various income levels. It is not to be regarded as a quota or an assessment on any individual. The decision to give and the amount is up to you.

Be as generous as you can.

Fair share giving guide

Annual income	Suggested annual contribution	Suggested biweekly ¹ allotment
Up to		
\$4,000.....		
5,000.....		
6,000.....		
7,000.....		
8,000.....		
9,000.....		
10,000.....		
11,000.....		
12,000.....		
13,000.....		
14,000.....		
15,000.....		
16,000.....		
17,000.....		
18,000 and over.....	(2)	(2)

¹ Twice this if payday is monthly.
² Proportionately higher.

Make checks payable to "Combined Federal Campaign."

Contributions are tax deductible.

Contributors who use direct payment have the option of making a confidential gift through the use of a sealed envelope which will be delivered without opening to Combined Federal Campaign Headquarters.

PAYROLL WITHHOLDING AUTHORIZATION FOR VOLUNTARY CHARITABLE CONTRIBUTIONS

**19— NATIONAL CAPITAL AREA
COMBINED FEDERAL CAMPAIGN
P.O. Box 1526
Washington, D.C. 20013**

NAME (First Name)	(Initial)	(Last Name)	IDENTIFICATION NO.
AGENCY		BUREAU OR OFFICE	LOCATION

FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR ALLOTMENT

Minimum amount for use of payroll withholding is 50¢ each pay day if paid every two weeks or twice monthly; \$1.00 if paid monthly. The amount indicated by military personnel will be the monthly amount to be deducted as an allotment from pay.

\$	\$5.00	\$4.00	\$3.00	\$2.00	\$1.00	\$0.75	\$0.50
----	--------	--------	--------	--------	--------	--------	--------

I hereby authorize the above-named agency or any other agency of the U.S. Government by which I may be employed during 19__ to deduct the amount shown above from my pay each pay period during calendar year 19__, starting with the first period beginning in January 19__ and ending with the last period which begins in December, provided that the amounts so deducted shall be remitted to the Combined Federal Campaign shown above. I understand that this authorization may be revoked by me in writing at any time before it expires.

Date_____ Contributor's Signature_____

FOR AGENCY USE ONLY

TO FEDERAL PAYROLL OFFICES—If the contributor moves to the jurisdiction of another payroll office before 19__, this authorization should be forwarded.

1	2	3
CSC Form 804 June 1966		

IDENTIFICATION NO.	NAME
1	2
3	
INSTALLATION OR AGENCY	

**19— SAN ANTONIO AREA
COMBINED FEDERAL CAMPAIGN
(Address)**

PAYROLL WITHHOLDING AUTHORIZATION FOR VOLUNTARY CHARITABLE CONTRIBUTIONS

Minimum amount for use of payroll withholding is 50¢ each pay day if paid every two weeks or twice monthly; \$1.00 if paid monthly. The amount indicated by military personnel will be the monthly amount to be deducted as an allotment from pay.

FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR ALLOTMENT

\$	\$5.00	\$4.00	\$3.00	\$2.00	\$1.00	\$0.75	\$0.50
----	--------	--------	--------	--------	--------	--------	--------

I hereby authorize the above-named agency or any other agency of the U.S. Government by which I may be employed during 19__ to deduct the amount shown above from my pay each pay period during calendar year 19__, starting with the first period beginning in January 19__ and ending with the last pay period which begins in December, provided that the amounts so deducted shall be remitted to the combined Federal campaign shown above. I understand that this authorization may be revoked by me in writing at any time before it expires.

DATE_____ CONTRIBUTOR'S SIGNATURE_____

FOR AGENCY USE ONLY

TO FEDERAL PAYROLL OFFICES—If the contributor moves to the jurisdiction of another payroll office before 19__, this authorization should be forwarded.

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CSC Form 804-A June 1966

1965 COMBINED FEDERAL CAMPAIGNS

TABLE 1.—Summary results

	Previous year (all groups)	1965 CFC	Percent increase	Number solicited	Per capita gift
Asheville, N.C.....	\$27, 512	\$34, 411	25	2, 315	\$14. 86
Atlanta, Ga.....	240, 726	339, 063	41	26, 997	12. 56
Biloxi-Gulfport, Miss.....	85, 248	144, 221	69	10, 531	13. 70
Bremerton, Wash.....	116, 491	123, 700	6	13, 028	9. 49
Charleston, S.C.....	194, 081	300, 203	55	28, 717	10. 45
Chicago, Ill.....	442, 379	480, 699	9	57, 114	8. 42
China Lake, Calif.....	29, 129	37, 835	30	3, 900	9. 70
Cleveland, Ohio.....	267, 215	317, 977	19	20, 700	15. 36
Columbia, S.C.....	94, 969	83, 585	-12	26, 240	3. 19
Danville, Ill.....	10, 797	14, 033	30	1, 190	11. 79
Dover, N.J.....	96, 637	100, 348	4	8, 701	11. 53
El Paso, Tex.....	82, 025	95, 221	16	26, 000	3. 66
Fargo-Moorhead, Minn.....	12, 469	17, 485	40	1, 200	14. 57
Honolulu, Hawaii.....	394, 186	491, 622	25	69, 883	7. 03
Huntsville, Ala.....	385, 216	400, 640	4	19, 573	20. 47
Jacksonville, Fla.....	190, 469	234, 013	23	36, 991	6. 33
Los Angeles, Calif.....	437, 125	694, 220	59	110, 119	6. 30
Martinsburg, W. Va.....	9, 222	10, 954	19	1, 262	8. 68
Milton, Fla.....	10, 887	19, 806	82	2, 986	6. 63
Newark, Ohio.....	NA	27, 018	-----	2, 810	9. 61
Norfolk, Va.....	619, 049	622, 080	Inc.	-----	-----
Oklahoma City, Okla.....	353, 312	427, 259	21	30, 803	13. 87
Panama Canal Zone.....	168, 408	163, 616	-3	31, 177	5. 25
Pensacola, Fla.....	137, 878	203, 011	47	17, 792	11. 41
Phoenix, Ariz.....	50, 629	59, 270	17	11, 914	4. 97
Sacramento, Calif.....	245, 928	325, 385	32	33, 000	9. 86
San Antonio, Tex.....	899, 700	880, 914	-2	83, 390	10. 56
San Bernardino, Calif.....	126, 774	118, 342	-7	9, 213	12. 85
San Diego, Calif.....	686, 870	854, 109	24	154, 522	5. 53
San Francisco, Calif.....	566, 543	648, 937	14	75, 988	8. 54
Seattle, Wash.....	121, 415	137, 831	13	15, 028	9. 17
Ventura, Calif.....	50, 644	53, 488	5	14, 357	3. 70
Washington, D.C.....	5, 724, 009	6, 100, 000	7	300, 388	20. 31

¹ ² ³ ⁴ and ⁵ Second-year CFC. First-year increases, respectively, were: 37, 56, 125, 62, and 20 percent.

⁶ Decline in receipts was due to lower employment. Per capita contributions were up 38 percent.

TABLE 2.—Use of payroll deductions

	<i>Number using PRD</i>	<i>Percent</i>	<i>Amount through PRD</i>	<i>Percent</i>	<i>Average PRD gift</i>	<i>Average all other</i>
Asheville.....	758	40	\$20,864	61	\$27.52	\$11.74
Atlanta.....	7,884	34	187,942	55	23.84	10.06
Biloxi-Gulfport.....	3,693	42	57,115	40	15.47	16.85
Bremerton.....	4,750	41	79,283	64	16.69	6.52
Charleston.....	8,810	31	203,464	68	23.09	4.86
Chicago.....	17,744	38	353,168	74	19.90	4.35
China Lake.....	796	38	21,414	57	26.90	12.45
Cleveland.....	6,635	38	168,189	53	25.35	13.77
Columbia.....	441	3	12,263	15	27.81	5.10
Danville.....	302	25	7,843	56	24.78	6.97
Dover.....	3,182	41	75,009	75	23.57	5.45
El Paso.....	NA	NA	NA	NA	NA	NA
Fargo-Moorhead.....	225	22	7,241	41	32.18	12.48
Honolulu.....	13,757	25	292,008	62	21.23	4.37
Huntsville.....	6,235	34	228,113	57	36.59	14.20
Jacksonville.....	6,839	25	98,979	42	14.47	6.65
Los Angeles.....	19,746	18	426,596	61	21.60	1.32
Martinsburg.....	170	14	3,927	36	23.10	6.78
Milton.....	885	38	12,951	65	14.63	4.85
Newark.....	769	33	12,870	48	16.74	9.02
Norfolk.....	NA	NA	NA	NA	NA	NA
Oklahoma City.....	10,138	35	180,561	42	17.81	13.08
Panama Canal Zone.....	4,699	17	93,203	57	19.83	3.06
Pensacola.....	7,627	55	151,251	75	19.83	8.35
Phoenix.....	1,018	13	22,546	38	22.15	5.21
Sacramento.....	7,590	27	145,266	45	19.14	8.55
San Antonio.....	27,678	35	561,928	64	20.30	6.22
San Bernardino.....	2,049	25	54,405	46	26.55	10.11
San Diego.....	24,113	18	404,591	47	16.78	4.14
San Francisco.....	NA	NA	220,639	34	NA	NA
Seattle.....	2,965	24	63,499	46	21.42	7.95
Ventura.....	1,235	9	30,104	56	24.38	1.83
Washington.....	75,723	25	2,421,196	40	31.97	16.37
			<i>Median</i>	<i>Range</i>		
Number contributors using PRD.....			29%	3%-55%		
Amount contributed through PRD.....			55%	15%-75%		
Average PRD gift.....			\$21.88	\$14.47-\$36.59		
Average all other.....			\$6.88	\$1.32-\$16.85		

S/S C 1

★1968-69 FUND-RAISING BULLETIN

To the Heads of Executive Departments and Agencies

The voluntary agencies recognized by the Chairman of the Civil Service Commission, in accordance with Executive Order 10927, for on-the-job solicitation privileges in the Federal service during fiscal year 1969 are listed in this bulletin. Their worthwhile efforts on behalf of all Americans merit a generous voluntary contribution from Federal personnel. The Eligibility Committee has determined that each one meets established requirements as to program objective, administrative integrity, and financial responsibility.

The assigned periods for the 1968-69 campaigns and the locations and conditions under which solicitation privileges may be exercised are as specified in section 3.5 of the Federal fund-raising manual, except as modified by the instructions in Appendix F, NON-DISCRIMINATION REQUIREMENTS, and Appendix G, THE COMBINED FEDERAL CAMPAIGN.

RECOGNIZED CAMPAIGNS AND AGENCIES

1. **LOCAL COMMUNITY CHESTS, UNITED FUNDS, AND OTHER FEDERATED GROUPS** which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc.

2. **THE AMERICAN NATIONAL RED CROSS**
(Domestic and overseas areas)

3. **FEDERAL SERVICE CAMPAIGN FOR THE NATIONAL HEALTH AGENCIES**

(Domestic and overseas areas)

American Cancer Society, Inc.

American Heart Association, Inc.

Arthritis Foundation

Muscular Dystrophy Associations of America, Inc.

National Association for Mental Health, Inc.

National Association for Retarded Children, Inc.

National Cystic Fibrosis Research Foundation

National Foundation-March of Dimes

National Multiple Sclerosis Society

National Society for Crippled Children and Adults, Inc.

National Society for the Prevention of Blindness

United Cerebral Palsy Associations, Inc.

4. **INTERNATIONAL SERVICE AGENCIES**

(Domestic area only)

American-Korean Foundation, Inc.

CARE, Inc.

★**PLANNED PARENTHOOD-WORLD POPULATION**★

Project HOPE (People-to-People Health Foundation, Inc.)

5. **INTERNATIONAL SERVICE AGENCIES**

(Overseas area only)

American-Korean Foundation, Inc.

American Social Health Association

CARE, Inc.

International Social Service, Inc.

National Park and Recreation Association

★**PLANNED PARENTHOOD-WORLD POPULATION**★

Project HOPE (People-to-People Health Foundation, Inc.)

United Seamen's Service, Inc.

United Service Organizations, Inc. (USO)

NOTE

S/S. C6

APPENDIX B

PLAN FOR DOD OVERSEAS COMBINED
FEDERAL CAMPAIGN

Approved by the Chairman,
United States Civil Service Commission
on May 27, 1966

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PLAN FOR DOD OVERSEAS COMBINED FEDERAL CAMPAIGN

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PLAN FOR DOD OVERSEAS COMBINED FEDERAL CAMPAIGN

I. Purpose

A. This Plan for a Combined Federal Campaign by voluntary health and welfare agencies in Department of Defense activities overseas has been developed in order to:

1. Meet employee wishes for a single campaign,
2. Reduce costs to the Government, and
3. Increase contributions to voluntary health and welfare activities.

It has been approved by the Chairman of the Civil Service Commission under the authority of Executive Order 10927, dated March 18, 1961, which governs fund-raising within the Federal Service.

II. Background

A. Federal employees and members of the Armed Forces overseas contribute over one and a half million dollars a year for health and welfare purposes in response to fund-raising appeals on the job. Their contributions go to three broad categories of voluntary agencies:

1. The American National Red Cross
2. The National Health Agencies which currently include the American Cancer Society, American Heart Association, Arthritis Foundation, Muscular Dystrophy Associations of America, National Association for Mental Health, National Association for Retarded Children, National Cystic Fibrosis Research Foundation, National Foundation - March of Dimes, National Multiple Sclerosis Society, National Society for Crippled Children and Adults, National Society for Prevention of Blindness, and United Cerebral Palsy Associations.
3. The International Service Agencies which currently include CARE, as well as Project HOPE, the American-Korean Foundation, American Social Health Association, International Social Service, Inc., National Recreation Association, United Seamen's Service, Inc., and the United Service Organizations, Inc. (USO).

The arrangements for these groups have involved three separate drives on the job each year since 1956; i. e., the American Overseas Campaign Agencies in the fall, the National Health Agencies in the winter, and the American National Red Cross in March. A detailed statement of the eligibility standards, program arrangements and campaign practices are contained in the Federal Fund-Raising Manual.

B. In recent years many Federal managers and employees have suggested that the separate drive be consolidated into a single annual solicitation to save time and expense on this work. At the same time, voluntary agency representatives urged that payroll deductions be authorized for the payment of Federal employee contributions, since this facility tends to increase the level of giving and to reduce the cost of collecting pledges. After extensive consultations with the Fund-Raising Advisory Council, it was agreed to try out a combined campaign with payroll deductions in the fall of 1964 at a few representative locations within the United States in order to test the arrangements and to determine whether the expected benefits could in fact be realized.

C. The overall results of the experiments were highly successful. The combined campaigns were well received by management and employees. Solicitation was generally easier and quicker than in previous multiple campaigns, and the potential for reduced costs to the Government and the voluntary agencies was apparent. Employees' contributions increased substantially. Accordingly, the CFC was approved for use widely in the Federal Service, with implementation phased over a two-year period. CFC was held last fall in thirty-three locations in the United States and will be extended next year to most other domestic locations and to overseas activities.

III. DoD Overseas CFC Organization

A. Federal Coordinating Committees

1. A National Policy Coordinating Committee will be established in Washington to make final decisions on all matters of policy and planning for both the Government and the national headquarters of the voluntary campaign organizations. This Committee will provide uniformity and relieve the overseas commanders by working out basic plans and operating arrangements such as setting ratios for division

of undesignated money, drafting campaign and publicity material, etc. The Committee will be organized and consist of the membership indicated in Attachment 1.

2. If in the course of CFC planning there are matters on which the voluntary campaign organizations do not reach mutual agreement after a reasonable period of negotiation, final decision will be made by the National Policy Coordinating Committee. In exercising this authority, the Committee will give consideration to the equities involved and the recommendations of each voluntary campaign organization on the matters at issue and render decisions which will promote the purposes of the DoD Overseas Combined Federal Campaign.

3. The campaign areas and organization for the DoD Overseas Combined Federal Campaign will be as follows:

a. Unified Commands - there will be four principal campaign areas; namely, Europe, Pacific, Southern and Atlantic. The Atlantic area will include those outposts in the North Atlantic which are not now included in its state-side campaign such as Thule AFB, Greenland. A Command CFC Coordinating Committee will be established by the Unified Commander-in-Chief for each of the above unified command areas. Each Command CFC Coordinating Committee will organize a Combined Federal Campaign in the overseas area for which it has responsibility. Each Unified Commander-in-Chief will request subordinate commanders and other local officials in his command to cooperate fully with the decisions of the Command CFC Coordinating Committee on all aspects of the CFC arrangements, in the interest of achieving a single, combined campaign.

b. Specified Commands and other elements of world-wide scope which are not directly under a Unified Command, such as units of the Strategic Air Command, Military Air Transport Service, Air Defense Command, etc., - the Overseas Combined Federal Campaign will be conducted at overseas activities of these organizations in accordance with campaign instructions and materials received through normal command channels from their headquarters activity in the United States as has been the practice in past campaigns. Each Specified Command or other world-wide element will designate a project officer to coordinate the campaign within his command or element and work with the voluntary campaign organization's representative.

c. All members of the Armed Forces and civilian employees assigned to organizations and units of the above DoD commands and activities which are located overseas (excluding Panama, Hawaii and Puerto Rico) will be included in the DoD Overseas Combined Federal Campaign. Personnel in Panama, Hawaii and Puerto Rico are included in the domestic campaign.

4. The basic ground rules for the Combined Campaign set forth in Parts V and VI of this plan may not be changed or modified by local decision.

B. Participating Voluntary Agencies

1. The national representatives of the American National Red Cross, the recognized National Health Agencies and the American Overseas Campaign agencies have participated fully in the development of the Overseas Combined Federal Campaign. They have agreed to participate in the DoD Overseas Combined Federal Campaign under the basic rules prescribed herein beginning in FY 1967. Their overseas representatives will participate as full partners in the formulation of detailed campaign arrangements in each Unified Command area. If there is disagreement on details which are not spelled out in this plan or subsequently issued operating procedures and instructions, such matters will be decided by the Command CFC Committee. Any information or advice needed on such matters may be obtained from the DoD Fund Raising Coordinator, Room 1A127, The Pentagon, Washington, D. C., 20310. ₀₁ C5

2. In the event that any individual agency or group of recognized national voluntary agencies should choose not to participate in the CFC under the final arrangements decided upon, it may withdraw from the campaign, but it will not have fund-raising privileges at places of employment or duty in DoD installations or activities in the overseas areas. This policy is in keeping with the agencies' agreement nationally to participate in the CFC under the basic ground rules prescribed in this plan.

IV. Organizing the Overseas Area Campaign

A. Upon receipt of this plan, the overseas commanders will establish a Command CFC Coordinating Committee to give leadership and direction to the planning and conduct of the combined campaign. The Committee will be organized and have membership as indicated in Attachment 1. In addition, employee representatives should be appointed to the Command Committee, including any recognized

employee organizations wherever practicable, so as to insure employee participation in the planning and conduct of the campaign. The Unified Commander will designate a representative to serve as the chairman of the Command Committee who in turn will initiate action promptly to organize and plan for the overseas combined campaign. The Command Committee will assemble necessary information and data, plan the detailed arrangements, and identify and attempt to resolve any policy issues.

B. The Unified Commander will insure that the campaign is properly planned, scheduled and implemented each year on a timely basis by the Command CFC Committee.

V. Establishing DoD Overseas Combined Federal Campaign Arrangements

A. Campaign Name

The name will be the DoD Overseas Combined Federal Campaign. The title will include the fiscal year during which the contributions are solicited and the identification of the locality, such as: 1967 DoD Overseas Combined Federal Campaign - European Area. (For Specified Commands and other world-wide elements, area designation may be omitted.)

B. Campaign Period

The Overseas Combined Federal Campaign will be conducted during the six-week period between March 1 and April 15 of each fiscal year.

C. Campaign Area

As indicated in III. A. 3. above.

D. Annual Campaign Announcement

Each year, well ahead of the campaign period, the Secretary of Defense will announce the forthcoming campaign by memorandum addressed to all major components of the Department of Defense which have overseas activities.

E. Contributor Designations

1. The contributor's information leaflet will identify the participating voluntary campaign organizations and list their member agencies with a brief statement describing each agency's program. The leaflet will tell the contributor the method by which undesignated funds will be divided among the voluntary campaign organizations and of his right to designate gifts to individual voluntary agencies. Several lines will be provided on the pledge form where he may write in such designated gifts.

2. The right to designate will be plainly stated in the contributor's leaflet, but designations will be neither encouraged nor discouraged by keymen solicitors or in campaign publicity materials and speeches.

3. The CFC accounting point established by the participating voluntary campaign organizations will tabulate all contributor designations and allocate them to the appropriate voluntary campaign organizations for the specific voluntary agencies designated. These amounts will be separate from each voluntary organization's share of undesignated funds allocated on the basis of distribution methods determined for those funds.

F. Distribution of Undesignated Funds

1. Undesignated funds include contributions in cash and pledges by payroll allotment in the combined campaign that are not designated for a specific voluntary agency. The method of distributing undesignated funds among the authorized voluntary campaign organizations will be determined by representatives of the voluntary campaign organizations on a mutually acceptable basis.

2. If the voluntary campaign organizations cannot agree on the method of distribution after a reasonable time for negotiations, the unresolved issue will be referred together with the recommendations of each voluntary campaign organization to the National Policy Coordinating Committee in Washington for final decision by the Government representatives.

G. Dollar Goals

1. Dollar goals will not be established for command and activities in the DoD Overseas Combined Federal Campaign which conforms with the practice now in effect for the present three campaigns, AOC, NHA and ARC. The goal will be 100% voluntary participation.

2. Fair Share Giving Guides will be constructed on an equitable basis that will give consideration to the salaries involved, cost of living factors, and the average amount per contributor during the past year's campaigns, plus, when appropriate, a reasonable percentage increase.

3. In determining the percentage increase consideration will be given to contribution experience of the previous year's overseas campaigns, the need and expectations of the voluntary agencies in the current campaign situation and the probability of an increase in the level of giving due to a single campaign, Fair Share Giving Guides and the payroll deduction plan.

H. Fair Share Guides and Voluntary Giving

1. Suggested fair share giving guides for the individual contributor will be constructed in an effort to accomplish an enthusiastic and purposeful campaign. The guide will be shown in the contributor's leaflet or on the pledge form. It will be accompanied by a statement that the guide is provided because contributors often ask "what they should give", but the decision to give and the amount to give will remain solely the determination of each contributor. The guide will not be interpreted as an individual quota or assessment which is prohibited by Section 5.5 of the Federal Fund Raising Manual.

2. The contributor's leaflet will include the express statement that the employee has the privilege of making his gift confidentially through the use of a sealed envelope provided by him (the contributor) which will be delivered without opening to the voluntary campaign organization accounting agent in accordance with Section 5.6 of the Manual.

3. The contributor's leaflet and other campaign publicity will emphasize the concept of the single combined annual campaign, referring to the fact that the contributor's pledge covers what he would have given in the three separate campaigns previously held and to point out that the privilege of extended payment through payroll withholding makes it possible for him to cover a full year's commitments at one time.

4. The suggested amounts of fair share gifts will be structured in relation to the needs of the voluntary agencies and the contributor's ability to give. Careful consideration will be given to overseas salaries and cost of living levels which will be reflected in the Fair Share Guides.

5. Since payroll withholding is new, the guide will show the amount of periodic payroll deduction suggested for various pay levels. This will be combined with guides for cash giving. The guide will also show suggested size of gift in relation to various income levels.

I. Receipt and Accounting for Contributions

1. The authorized participating voluntary campaign organizations have arranged by mutual agreement for the receipt and accounting of overseas CFC contributions. They have agreed on local accounting agents in overseas locations and on a central point to which the local agents will transmit contributions and reports.

2. Periodic payroll withholding remittances from DoD payroll offices following each year's combined campaign will be transmitted to the central point which is the DoD (year) Overseas Combined Federal Campaign, c/o Cashier, American Express Company, Inc., 65 Broadway, New York, N. Y. 10006.

3. DoD overseas installations and activities will transmit CFC cash contributions, pledge forms and reports to the nearest local accounting agent. These local agents will be listed in the area's CFC campaign guide. Generally, they will be the same agents that have represented the American Overseas Campaign Organization and National Health Agencies in their separate campaigns of recent years.

4. In the absence of a nearby local accounting agent, a DoD unit will transmit its CFC cash contributions, pledge forms and reports directly to the central accounting point in New York.

5. The central accounting point will tabulate contributions according to designations on the pledge forms and the method of distribution for division of undesignated funds, furnishing each voluntary campaign organization with appropriate detail regarding designations to member agencies. The final audited totals of designated and undesignated contributions to each voluntary campaign organization will constitute the ratio for distribution of receipts by the central accounting point. The voluntary campaign organizations will be responsible for distribution internally to member agencies in accordance with their organization agreements.

6. The cost of receipt and accounting (and other identifiable expenses such as for the printing of campaign and publicity materials) will be shared by the voluntary campaign organizations under arrangements that are mutually acceptable to them. To avoid subsequent misunderstandings, they should reach a firm agreement in advance of the campaign specifying the nature of the expenses to be shared, the method of distribution and the time of billing. These may be shared in the same ratio as their total receipts.

7. Accounting and expense-sharing agreements are the responsibility of the campaign organizations, and the Government will not enter into their administration unless agreement cannot be reached among the participating voluntary campaign organizations.

J. Payroll Withholding

The use of payroll withholding is authorized for military and civilian personnel at overseas locations in addition to the usual method of cash contribution.

K. Campaign and Publicity Materials

1. Campaign and publicity materials will be printed and paid for by the participating voluntary campaign organizations. Since the type of materials is generally standard in fund-raising campaigns, and since the composition of the campaign organizations will be the same in all overseas areas, it will be feasible to produce materials at centralized points in the United States or overseas.

2. A single contributor's leaflet, a pledge form, and a payroll withholding authorization are to be distributed by keymen to each potential contributor. This material will provide a simple and attractive package which has fund-raising appeal and essential working information. Treatment will focus on the combined campaign without undue use of organization symbols or other distractions that compete for the contributor's attention. Extraneous instructions regarding the routing of forms, tallying contributions, etc., which are primarily for keymen will be avoided.

3. The layout and text of campaign and publicity materials will be as follows:

a. Contributor's Leaflet. This will be the only informational hand-out to individual contributors. It will describe the DoD

(The simplified system provided in G, Remittance, is intended to minimize paperwork and to eliminate the need for any accounting reconciliations between payroll office and campaign organizations. The payroll office accepts responsibility for the accuracy of remittances, as supported by current allotment authorizations and internal accounting and auditing requirements. The voluntary campaign organizations or their designated agents accept responsibility for the accuracy of distribution of remittances among the voluntary campaign organizations, based upon employee pledges and arrangements for independent audit agreed upon by the participating voluntary campaign organizations.)

VII. Orientation, Training, and Publicity Arrangements

The DoD Overseas Combined Federal Campaign involves so many new features that a formal plan should be developed by the Command CFC Coordinating Committee to cover the orientation of management and employees, training of keymen, and publicity to employees and servicemen.

It is expected that all overseas commanders will assist campaign leaders in the conduct of an enthusiastic and purposeful solicitation in their installations in order to develop maximum group interest and response. In orientation programs, however, care should be taken to make clear that the Fund-Raising Manual policies and procedures are to be maintained intact as they apply to prohibition against individual employee quotas, assessments, or any other form of coercive action, and to the employee's right of privacy as to the amount of his gift and his privilege to contribute voluntarily either with or without the use of a confidential sealed envelope furnished by the contributor. Since employees and servicemen may not be aware of the new pledge and payroll withholding arrangements, it is essential that keymen be trained effectively on the new procedures and be equipped to answer any questions or problems the contributors may have in this respect as well as questions of a substantive nature regarding the programs of the participating voluntary agencies. Employees and servicemen should be told the background and purpose of the combined campaign arrangements, including the use of installment payment through payroll withholding. Special stress should be placed on giving enough on a once-a-year basis to provide a fair amount of support for all authorized campaign organizations.

VIII. Coordination and Reporting

A. Command Level

The commander of each unified and specified command is responsible for insuring that the campaign is properly planned, scheduled and implemented each year on a timely basis by the Command CFC Committee. To help achieve this, subordinate commanders should submit periodic reports to him. The first report would be a pre-campaign report to be submitted no later than the middle of February, just prior to the beginning of the solicitation phase of the campaign. It would report on the status of the plan and organization for the campaign as follows:

1. Name of project officer
2. Number of persons to be solicited
3. Have keymen been appointed and briefed?
4. Have materials been distributed to keymen?
5. Campaign kickoff meeting date
6. Campaign publicity plans
7. Campaign reporting procedure plan
8. Other plans and problems, as appropriate

An interim report should be submitted on or about March 5 as follows:

1. Total dollars contributed and pledged to date
2. Number of contributors to date
3. Average contribution (1 divided by 2) to date
4. Persons contacted to date as a percent of a number to be solicited

The final report should be submitted as soon as the campaign is completed giving the following information:

1. Basic Data
 - a. Number solicited
 - b. Number of contributors
 - c. Total receipts (both cash and payroll deduction pledges)
 - d. Per capita gift - c. divided by a.
 - e. Average gift - c. divided by b.

- 2. Payroll deductions
 - a. Number authorizing
 - b. Total pledged
 - c. Average gift (b divided by a)
- * 3. Designations - Total amount designated *
- 4. Narrative summary evaluation of CFC arrangement based upon campaign experience. Include recommendations on campaign materials and the campaign in general.

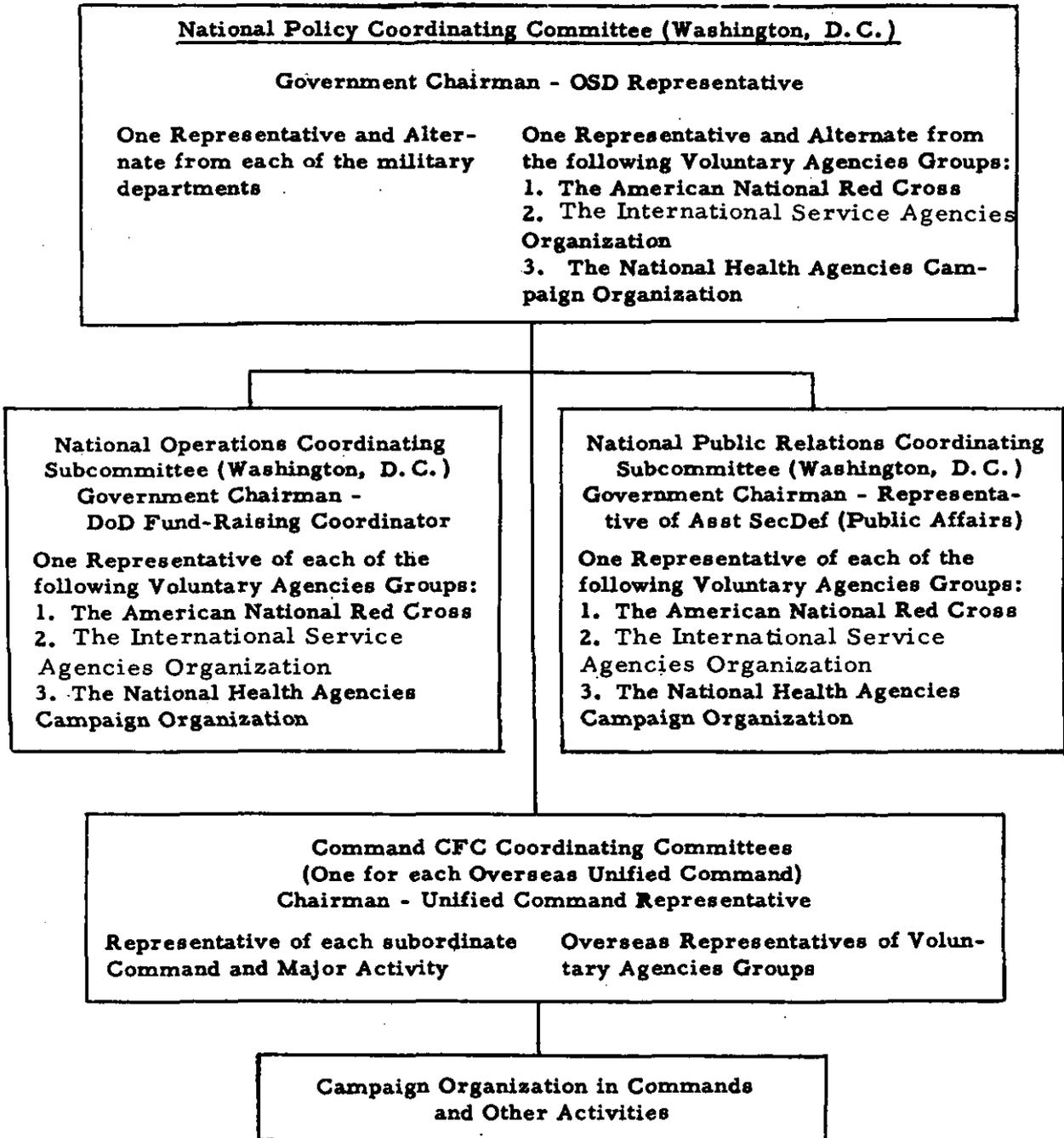
B. National Level

The DoD Fund Raising Coordinator in Washington is responsible at the national level for the National Policy Coordinating Committee for advice to the Command CFC Coordinating Committee regarding CFC arrangements. Direct communication by mail and telephone is recommended. All Chairmen of the Command CFC Coordinating Committees are requested to furnish reports to the DoD Fund Raising Coordinator in Washington as follows:

1. No later than July 1 following the solicitation - a report of campaign results, as follows:

- a. Basic Data
 - (1) Number solicited
 - (2) Number of contributions
 - (3) Total receipts (both cash and payroll deduction pledges)
 - (4) Per capita gift - (3) divided by (1)
 - (5) Average gift - (3) divided by (2)
- b. Payroll Deductions
 - (1) Number authorizing
 - (2) Total pledged
 - (3) Average gift - (2) divided by (1)
- * c. Designations - Total amount designated *
- d. Narrative summary evaluation of CFC arrangement based upon campaign experience

OVERSEAS COMBINED FEDERAL CAMPAIGN ORGANIZATION



CONTRIBUTOR'S CARD AND PAYROLL WITHHOLDING AUTHORIZATION **DOD OVERSEAS COMBINED FEDERAL CAMPAIGN**

Cathier: American-Express Co., Inc.; 65 Broadway, New York, N. Y. 10008

LAST NAME _____ FIRST NAME _____ INITIAL _____ IDENTIFICATION NUMBER _____
 MILITARY: Service Number _____
 CIVILIAN: Social Security Number _____
 ORGANIZATION AND MILITARY ADDRESS (including APO/FPD) _____

MY TOTAL CONTRIBUTION IS \$ _____ WHICH . . . (CHECK ONE OF THE TWO BOXES BELOW)
 . . . will be contributed by payroll withholding (July through Dec., _____) as authorized below.
 . . . is contributed herewith in cash or check (payable to Overseas CFC).

PAYROLL WITHHOLDING AUTHORIZATION FOR VOLUNTARY CHARITABLE DEDUCTIONS
 (CSC FORM 304 D6D REVISED 1968)

FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR DEDUCTION
 ALLOTMENTS—MILITARY: minimum deduction \$1 per month, total minimum contribution \$6.
 CIVILIAN: minimum deduction 50¢ per pay period, total minimum contribution \$6.50.

\$	\$4.00	\$3.50	\$2.50	\$2.00	\$1.50	\$1.00	75¢	50¢
----	--------	--------	--------	--------	--------	--------	-----	-----

I hereby authorize the above-named agency or any other agency of the Department of Defense by which I may be employed to deduct the amount shown above from my pay each pay period for six months commencing with the first pay period beginning in July and ending with the last pay period which begins in December, provided that the amounts so deducted shall be remitted to the DOD Overseas Combined Federal Campaign, shown above. I understand that this authorization may be revoked by me in writing at any time before it expires.

SIGN HERE TO AUTHORIZE PAYROLL WITHHOLDING _____ (Contributor's Signature)

TO DOD PAYROLL OFFICES—If contributor moves to the jurisdiction of another DOD payroll office before December 31, _____, this authorization should be forwarded.

NOTE: PLEASE RETURN THIS DOUBLE CARD TO YOUR KEYMAN AS SOON AS POSSIBLE

RECEIPT

Overseas Combined Federal Campaign
 The National Health Agencies, the American Red Cross, and the International Service Agencies gratefully acknowledge the gift of

_____ (Name of Contributor)

Total Contribution \$ _____

(Check one)
 to be paid by payroll deduction
 paid in cash or check

_____ (Keyman Signature)

_____ (Date)
 Contributions deductible for Federal Income Tax purposes

FOR CONTRIBUTOR USE

If designating to an agency (see contributing leaflet for agency numbers).

Agency No. _____	\$ _____	Amount
Agency No. _____	\$ _____	Amount
Agency No. _____	\$ _____	Amount
Agency No. _____	\$ _____	Amount
Agency No. _____	\$ _____	Amount
Agency No. _____	\$ _____	Amount

FIELD COORDINATING GROUPS

The jurisdiction of local Federal coordinating groups ordinarily coincides with the campaign area of the local united fund or community chest. At some locations, coordination extends over a wider area. The designation (CFC) after place names indicates locations where a Combined Federal Campaign is being held this fall.

ALABAMA

Anniston (CFC)

Lt. Colonel Edwin F. Patterson, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, U.S. Army School/Training Center
Fort McClellan, Ala. 36201

Birmingham (CFC)

Mr. E. J. Listerman, President
Federal Executive Association
Social Security Administration
2225 Third Avenue North
Birmingham, Ala. 35203

Huntsville (CFC)

Mr. Robert A. Malone, Chairman
Fund-Raising Program Coordinating Committee
U.S. Army Missile Command
AMSMI-XB, Building 5250
Redstone Arsenal, Ala. 35809

Mobile

Mr. Martin J. Johnson, President
Federal Executives Association
Social Security Administration
218 St. Francis Street
P.O. Box 1150
Mobile, Ala. 36601

Montgomery

Mr. William M. Blades, President
Montgomery Association of Federal Administrators
Federal Aviation Administration
P.O. Box 555
Montgomery, Ala. 36108

Muscle Shoals

Mr. Sidney Painter, Chairman
Fund-Raising Program Coordinating Committee
Tennessee Valley Authority
Muscle Shoals, Ala. 35660

Selma

Lt. Colonel Jack N. Denton, Chairman
Fund-Raising Program Coordinating Committee
Chief of Personnel (PP)
Craig Air Force Base, Ala. 36701

ALABAMA—Continued

Tuscaloosa (CFC)

Mr. Chesley R. Johnson, Jr., Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Tuscaloosa, Ala. 35404

ALASKA

Anchorage (CFC)

Colonel Alfred Johnson, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 21st Air Base Group (AAC)
Elmendorf Air Force Base
APO Seattle, Wash. 98742

Fairbanks (CFC)

Lt. Gilbert R. Edwards, Chairman
Fund-Raising Program Coordinating Committee
USARL Yukon Command and Fort Wainwright
APO Seattle, Wash. 98731

Kodiak

Captain Ira M. Rowell, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Station, Kodiak
FPO Seattle, Wash. 98790

ARIZONA

Flagstaff (CFC)

Mr. Ward Olson, Chairman
Fund-Raising Program Coordinating Committee
Navajo Army Depot
Flagstaff, Ariz. 86001

Phoenix (CFC)

Mr. George D. Patterson, President
Phoenix Federal Executive Association
Internal Revenue Service
Room 2047, Federal Building
230 N. 1st Avenue
Phoenix, Ariz. 85025

Tucson

Lt. Colonel Gordon H. Stafford, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 803d Combat Support Group (SAC)
Davis-Monthan Air Force Base, Ariz. 85707

Yuma (CFC)

Mr. C. W. Hetrick, Chairman
Fund-Raising Program Coordinating Committee
Bureau of Reclamation
Bin 5569
Yuma, Ariz. 85364

UTAH

Ogden (CFC)

Mr. Robert Terry, Chairman
Fund-Raising Program Coordinating Committee
Internal Revenue Service
P.O. Box 388
Ogden, Utah 84402

Provo (CFC)

Mr. Robert Q. Strong, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Provo, Utah 84601

Salt Lake City (CFC)

Mr. Jack Higginbotham, President
Federal Executive Association for Utah
Internal Revenue Service
P.O. Box 1468
Salt Lake City, Utah 84106

VIRGINIA

Newport News-Hampton

Colonel Alfred H. Crawford, Chairman
Fund-Raising Program Coordinating Committee
USA Transportation Center
Fort Eustis, Va. 23604

Norfolk (CFC)

Rear Admiral Reynold D. Hogle, Chairman
Fund-Raising Program Coordinating Committee
Commandant, Fifth Naval District
Norfolk, Va. 23511

Richmond (CFC)

Mr. R. L. Lancaster, Cochairman
Fund-Raising Program Coordinating Committee
Assistant Postmaster
10th and Main Streets
Richmond, Va. 23219

Roanoke (CFC)

Mr. C. W. Nixon, President
Federal Executives Association
Veterans Administration Regional Office
211 West Campbell Avenue
Roanoke, Va. 24011

WASHINGTON

Bremerton (CFC)

Mr. Robert H. Britten, Chairman
Fund-Raising Program Coordinating Committee
Puget Sound Naval Shipyard
Bremerton, Wash. 98314

WASHINGTON—Continued

Seattle (CFC)

Mr. Sidney Laurens, Chairman
Seattle Federal Executive Board
Social Security Administration
230 Fairview Avenue
Seattle, Wash. 98109

Spokane (CFC)

Mr. Roy G. McElroy, President
Spokane Federal Executive Association
Federal Aviation Administration
Rapcon, P.O. Box 1307
Fairchild Air Force Base, Wash. 99011

Tacoma

Colonel James M. Butler, President
Tacoma Federal Executive Association
c/o Base Dental Services
325th Fighter Wing
McChord Air Force Base
Tacoma, Wash. 98438

Vancouver (CFC)

Dr. J. Andrew Hall, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Vancouver, Wash. 98663

Walla Walla (CFC)

Mr. Harold Buerstatte, Chairman
Fund-Raising Program Coordinating Committee
District Corps of Engineers
Bldg. 602, City-County Airport
Walla Walla, Wash. 99362

WEST VIRGINIA

Charleston

Mr. J. Raymond DePaulo, Chairman
Federal Executive Council
Department of Commerce, Room 3002
U.S. Federal Building and Courthouse
Charleston, W. Va. 25301

Huntington (CFC)

Mr. James R. Owen, Chairman
Fund-Raising Program Coordinating Committee
U.S. Army Engineer District
Huntington, W. Va. 25721

Martinsburg (CFC)

Mr. A. A. Gavazzi, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Center
Martinsburg, W. Va. 25401

WISCONSIN

Milwaukee

Mr. Stanley J. Cybulski, President
 Federal Officials Association
 Postmaster
 U.S. Post Office
 Milwaukee, Wis. 53202

WYOMING

Cheyenne (CFC)

Colonel Jack P. Brubaker, President
 Cheyenne Federal Executive Council
 Selective Service System
 P.O. Box 2186
 Cheyenne, Wyo. 82001

COMMONWEALTH OF PUERTO RICO

San Juan

Mr. Stanley Nishwitz, President
 Federal Business Association
 General Services Administration
 Box 3426
 Fort Buchanan, P.R. 00904

NATIONAL CAPITAL AREA

Washington, D.C. (CFC)

Mr. Nicholas J. Oganovic, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Civil Service Commission
 Washington, D.C. 20415

PANAMA

Panama Canal Zone (CFC)

Colonel Harold R. Parfitt, Chairman
 Fund-Raising Program Coordinating Committee
 Canal Zone Government
 Balboa Heights, C.Z.

OVERSEAS AREAS

Department of Defense (CFC)

Mr. Charles V. Brewer, Chairman
 National Policy Coordinating Committee
 DoD Overseas Combined Federal Campaign
 Office of the Assistant Secretary of Defense
 (Administration)
 Washington, D.C. 20301

★1967-68 FUND-RAISING BULLETIN

To the Heads of Executive Departments and Agencies

The voluntary agencies recognized by the Chairman of the Civil Service Commission, in accordance with Executive Order 10927, for on-the-job solicitation privileges in the Federal service during fiscal year 1968 are listed in this bulletin. Their worthwhile efforts on behalf of all Americans merit a generous voluntary contribution from Federal personnel. The Eligibility Committee has determined that each one meets established requirements as to program objective, administrative integrity, and financial responsibility.

The assigned periods for the 1967-68 campaigns and the locations and conditions under which solicitation privileges may be exercised are as specified in section 3.5 of the Federal fund-raising manual, except as modified by the instructions in Appendix F. NON-DISCRIMINATION REQUIREMENTS, and Appendix G, THE COMBINED FEDERAL CAMPAIGN.

RECOGNIZED CAMPAIGNS AND AGENCIES

1. LOCAL COMMUNITY CHESTS, UNITED FUNDS, AND OTHER FEDERATED GROUPS which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc.

2. THE AMERICAN NATIONAL RED CROSS
(Domestic and overseas areas)

3. FEDERAL SERVICE CAMPAIGN FOR THE NATIONAL HEALTH AGENCIES
(Domestic and overseas areas)

*Name changed from American Overseas Campaign.

American Cancer Society, Inc.
American Heart Association, Inc.
Arthritis Foundation
Muscular Dystrophy Associations of America, Inc.
National Association for Mental Health, Inc.
National Association for Retarded Children, Inc.
National Cystic Fibrosis Research Foundation
National Foundation-March of Dimes
National Multiple Sclerosis Society
National Society for Crippled Children and Adults, Inc.
National Society for the Prevention of Blindness
United Cerebral Palsy Associations, Inc.

4. INTERNATIONAL SERVICE AGENCIES
(Domestic area only)

American-Korean Foundation, Inc.
CARE, Inc.
Project HOPE (People-to-People Health Foundation, Inc.)

5. INTERNATIONAL SERVICE AGENCIES*
(Overseas area only)

American-Korean Foundation, Inc.
American Social Health Association
CARE, Inc.
International Social Service, Inc.
National Park and Recreation Association
Project HOPE (People-to-People Health Foundation, Inc.)
United Seamen's Service, Inc.
United Service Organizations, Inc. (USO)



NOTE

APPENDIX F

NONDISCRIMINATION REQUIREMENTS

I. STATEMENT BY THE CHAIRMAN OF THE U.S. CIVIL SERVICE COMMISSION

Voluntary health and welfare agencies financed by contributions from the general public play a vital part in maintaining the well-being of the American people. In recognition of the importance of their unique role in our society, Government agencies annually solicit voluntary contributions from Federal employees and members of the Armed Forces to assist in providing the financial support they require. Contributions on the order of \$25,000,000 a year are made to local united funds and community chests and to the American Red Cross and other national voluntary agencies that meet the eligibility standards for participation in Federal fund-raising campaigns.

The great majority of voluntary health and welfare agencies serve all citizens without racial discrimination. Unfortunately, this practice is not universal. In some communities our Negro citizens are excluded from participation in health, welfare and recreational services that are available to all others who are in need, or they are provided inferior services on a segregated basis. This circumstance works against many who are already disadvantaged and tends to perpetuate in our society the very conditions that humanitarian services are designed to eliminate.

President Johnson has taken action, as did President Kennedy before him, to secure the right of all citizens to the full and equal enjoyment of services and facilities of a public nature and has appealed to private organizations and individuals to help extend the principle of equal opportunity throughout American life. Our national policy is clear, and I can no longer in good conscience recommend to Federal employees, who themselves work under conditions of equal privilege and opportunity, that they continue to participate in the financial support of health and welfare services which are conducted on a racially discriminatory or segregated basis. Nor can Government agencies properly continue to use official time and manpower to conduct on-the-job solicitations on behalf of health and welfare agencies which persist in these practices. Therefore, in the exercise of my responsibility under Executive Order 10927 and with the unanimous concurrence of the Federal Fund-Raising Advisory Council of voluntary agency leaders I have determined that fund-raising privileges in the Federal establishment must hereafter be limited to agencies which follow a policy and practice of nondiscrimination.

This decision takes into consideration the fact that voluntary agencies which currently do not meet this standard are free to choose whether they wish to maintain their present policies without change, or—and I sincerely hope that all will choose the latter course—to amend their policies in the spirit of our democracy

and join with the majority of their associates in practices which merit the continued support of Federal employees and members of the Armed Forces. In order that such agencies may have a reasonable opportunity to consider a change in governing policies, the nondiscrimination requirement will be effective for Federal fund-raising campaigns beginning after July 1, 1965.

II. NONDISCRIMINATION STANDARD — See Ch 4

Voluntary agencies recognized for fund-raising privileges within the Federal service must operate without racial discrimination. This policy applies to persons served by the agencies, to the staffs of the agencies and to membership on their governing boards. Operating without racial discrimination means that:

1. No person is excluded from service because of race;
2. There is no segregation of those served on the basis of race;
- ¹3. There is no discrimination on the basis of race in hiring, assignment, promotion or other conditions of staff employment; and
- ¹4. There is no discrimination on the basis of race in membership on the agency's governing body.

III. VOLUNTARY AGENCIES AFFECTED

Every national or local voluntary health, welfare or recreational agency which, after July 1, 1965, solicits contributions from Federal employees or members of the Armed Forces at place of employment or duty station must first provide satisfactory assurance that it follows a policy and practice of racial nondiscrimination. This requirement is applicable to:

1. A local united fund, community chest or other federated fund-raising organization which is authorized solicitation privileges under the provisions of Manual section 3.55, and each participating member agency;
2. Each member agency of a coordinated solicitation which is authorized solicitation privileges under the provisions of Manual section 3.56;
3. The national office and each state or local chapter of a national voluntary agency which is authorized on-the-job solicitation privileges under the provisions of Manual section 3.57;
4. Each national or local voluntary agency which is authorized solicitation privileges in the overseas area under the provisions of Manual section 3.58; and
5. Each voluntary agency which is authorized off-the-job solicitation privileges under the provisions of Manual section 3.6.

¹ The wording of elements 3 and 4 have been revised to clarify the reference to racial discrimination only.

IV. ASSURANCE REQUIRED

A. *Form of assurance.* Assurance of racial nondiscrimination shall be in writing and shall consist of:

1. A statement of policy by the agency's governing board (national or local board, as appropriate) covering the elements of racial nondiscrimination listed in the standard, and
2. A certification that the agency's practices in fact conform with the standard.

Policy statements and certifications shall be sufficiently explicit to assure that the four elements of racial nondiscrimination listed in the standard are met. No standard form or format is required.

B. *Filing procedure*

1. *National level.* A national voluntary agency which is required by the provisions of Manual section 4.4 to file application annually for independent solicitation privileges shall file with the Office of the Chairman, Civil Service Commission, by March 1, satisfactory assurance with respect to the policy and practice of its national organization.

A national voluntary agency whose national policy is binding upon all local chapters, committees or other units which act for the agency may also file at the national level assurance of nondiscrimination practice on the part of such local units.

2. *Local level.*

- a. *United funds and chests.* A local united fund, community chest or other federated fund-raising organization shall advise its member agencies of the nondiscrimination requirements and request each agency to furnish assurance of racial nondiscrimination in the form prescribed in A above. It shall receive such assurances and forward them in a group, with the policy statement and certification of the federated fund-raising organization itself, to the appropriate Federal official in its local campaign area by July 1, 1965.
- b. *National Agencies certified by the National Budget and Consultation Committee.* To facilitate the provision of assurances and to avoid excessive duplication, the Chairman of the Commission has authorized the National Budget and Consultation Committee, 820 Second Avenue, New York, N.Y., to serve as the approving agency and official repository for nondiscrimination assurances by the national organizations of certain voluntary agencies whose budgets, programs and support plans are reviewed by NBCC. Certification in the NBCC Reports for 1966 that satisfactory assurance is on file with NBCC shall be considered satisfactory evidence by local funds and chests and Federal officials of compliance with

the assurance requirement by the national organization of the agency certified.²

NBCC certification applies only in circumstances where the national organization of the agency receives support directly as a participating member of the local united fund, chest or local coordinated solicitation. It does not apply if the participating member is a state or local unit of the national agency, since, in such case, assurance is required from the participating state or local unit.

- c. *American Red Cross.* The Red Cross has furnished the Chairman of the Civil Service Commission satisfactory assurance of nondiscrimination policy and practice with respect to its national organization and all local units. Accordingly, local Red Cross chapters and units are exempted from the requirement of filing assurances with local Federal officials.
- d. *National health agencies.* Each recognized national health agency, as listed in Appendix E, has furnished the Chairman of the Civil Service Commission satisfactory assurance of nondiscrimination policy and practice with respect to its national organization.

A state or local chapter or affiliate of a recognized national health agency which is otherwise eligible to participate in the Federal Service Campaign for the National

² The following national voluntary agencies have filed satisfactory nondiscrimination assurances for their national organizations and have been certified to local united funds and chests in NBCC 1966 Reports:

American Hearing Society
 American Social Health Association
 Arthritis Foundation
 Big Brothers of America
 Camp Fire Girls, Inc.
 Child Welfare League of America, Inc.
 Commission on Social Welfare, National Council of the Churches of Christ in the U.S.A.
 Council on Social Work Education
 Department of Public Health Nursing, National League for Nursing
 Family Service Association of America
 Florence Crittenton Association of America, Inc.
 International Social Service, American Branch, Inc.
 Jackson Laboratory
 National Association for Mental Health, Inc.
 National Association for Retarded Children, Inc.
 National Committee on Employment of Youth of the National Child Labor Committee
 National Conference on Social Welfare
 National Council on Alcoholism, Inc.
 National Council on Crime and Delinquency
 National Federation of Settlements and Neighborhood Centers
 National Legal Aid and Defender Association
 National Recreation Association
 National Social Welfare Assembly, Inc.
 National Travelers Aid Association
 National Urban League, Inc.
 United Cerebral Palsy Associations, Inc.
 United Community Funds and Councils of America
 United Seamen's Service
 United Service Organizations, Inc.

overseas CFC arrangement and payroll deduction privilege, the participating campaign organizations, the provision for designations and the method of dividing undesignated funds, etc. It will list each member agency of the voluntary campaign organizations with a brief statement of factual information of its program.

b. Pledge Form. This form will be forwarded when completed, to the local or nearest receipt and accounting point for the campaign. Its format will include a few blank lines for write-in designations.

c. Payroll Withholding Authorization.

(1) This working form will be forwarded, when completed, to the contributor's payroll office. There are many separate payroll offices serving military and civilian personnel within the Department of Defense. Accordingly, the authorization must be in standard format and bear adequate identification of the campaign. The name to be printed in the right hand corner of the form should be the same as that for the campaign, including the fiscal year, as for example, 1967 DoD Overseas Combined Federal Campaign. The box headed "Identification No. " will include the payroll identification numbering system used in the military service.

(2) The standard format and text for payroll withholding authorizations is shown in Attachment 2.

4. Other campaign materials will include the following:

a. Project Officer's or Chairman's Guide. For use of campaign chairmen in individual installations or units.

b. Keyman's Material

(1) Fact Sheet - providing any additional information concerning the participating agencies.

(2) Report Envelope - providing instructions for keyman about campaign arrangements, solicitation methods and forwarding procedures.

(3) Tally Sheet - for listing names of contributors, amounts contributed and the number of confidential envelopes enclosed.

c. Miscellaneous Campaign Items - Contributor's receipts, posters, progress charts, awards, membership cards, etc.

d. Publicity Items - News stories and fillers for the local press and house organs, all-employee letters, speeches for campaign leaders, division chairmen, etc.

VI. Payroll Withholding

The policies and procedures for payroll withholding operations have been approved in the Department of Defense and instructions to be followed are outlined in a memorandum from the Deputy Secretary of Defense, dated July 30, 1965, and service and agency regulations which implement DoD Directive 7330.1, "Voluntary Military Pay Allotments", dated December 12, 1956, and DoD Directive 1418.4, "Civilian Pay Allotments", dated December 13, 1963. ^{1/}

A. Applicability. Voluntary payroll allotments will be authorized for payment of charitable contributions to participating voluntary campaign organizations.

B. Allotments. The allotment privilege will be made available to DoD personnel (except non-DoD nationals) as follows:

1. Civilian employees whose net pay regularly is sufficient to cover the allotment, excluding those serving under appointments limited to six months or less. (Includes part-time and substitute employees who are regularly employed. Short term/temporaries are excluded because the extended payment plan of payroll withholding is appropriate only for contributors who are expected to continue in employment through the six-months period for which contributions are pledged.)

2. Members of the Armed Forces, excluding those on only a short-term assignment in the area.

C. Authorization

1. Allotments will be wholly voluntary and will be based upon contributors' individual written authorizations on the form shown as Attachment 2.

2. Authorization forms in standard format (Attachment 2) will be printed by the participating voluntary campaign organizations and will be distributed to employees along with other campaign materials at the time contributions are solicited.

^{1/} Amended by special agreement with the Civil Service Commission dated May 27, 1966 to incorporate provisions required to meet special conditions of the overseas campaign. The amended provisions are embodied in the following paragraphs. A copy of Section 550.302 of the Civil Service Regulations, as amended, is attached. (Attachment 3)

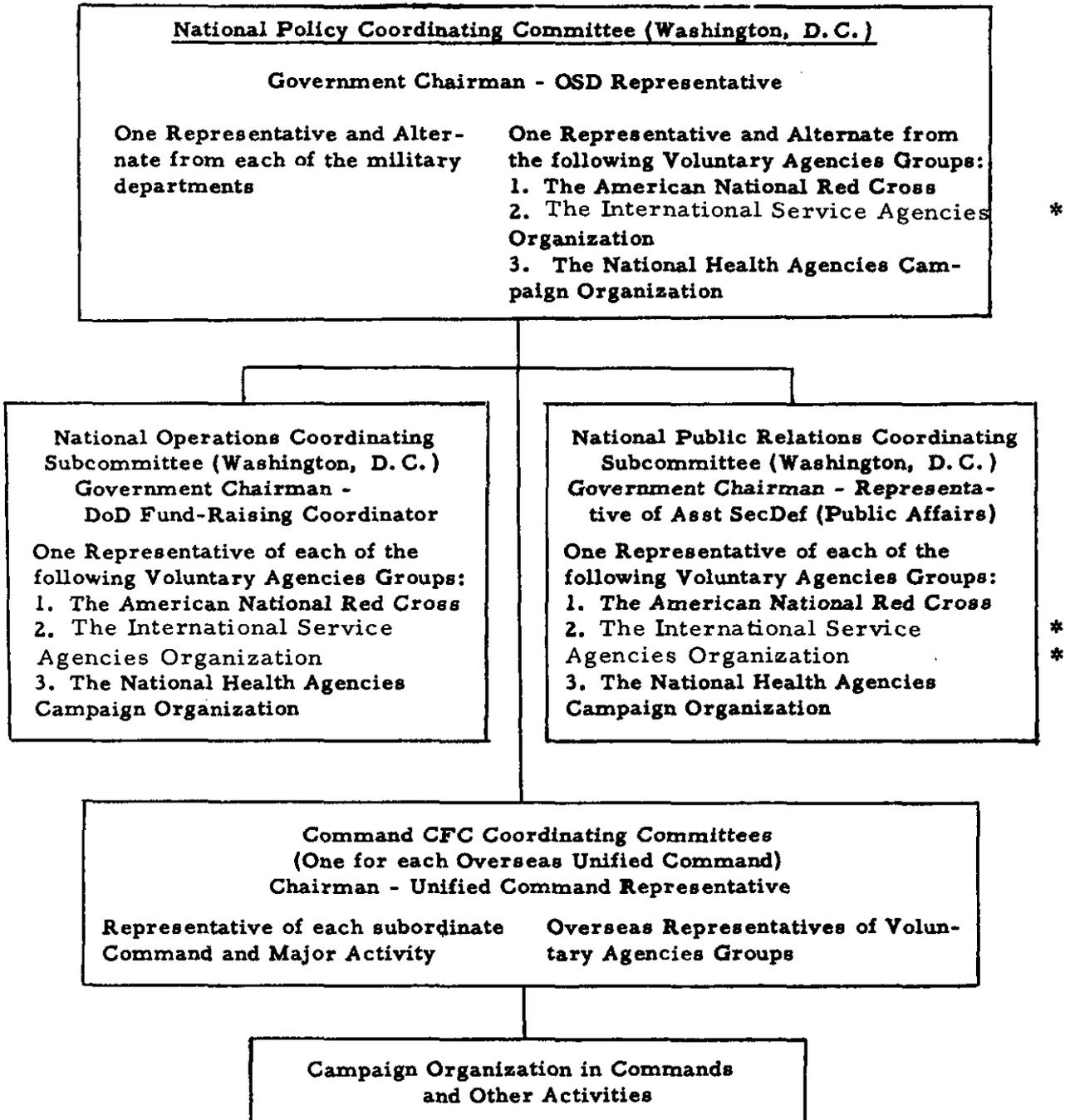
2. Payroll deductions
 - a. Number authorizing
 - b. Total pledged
 - c. Average gift (b divided by a)
3. Designations - summary totals by campaign organizations
4. Narrative summary evaluation of CFC arrangement based upon campaign experience. Include recommendations on campaign materials and the campaign in general.

B. National Level

The DoD Fund Raising Coordinator in Washington is responsible at the national level for the National Policy Coordinating Committee for advice to the Command CFC Coordinating Committee regarding CFC arrangements. Direct communication by mail and telephone is recommended. All Chairmen of the Command CFC Coordinating Committees are requested to furnish reports to the DoD Fund Raising Coordinator in Washington as follows:

1. No later than July 1 following the solicitation - a report of campaign results, as follows:
 - a. Basic Data
 - (1) Number solicited
 - (2) Number of contributions
 - (3) Total receipts (both cash and payroll deduction pledges)
 - (4) Per capita gift - (3) divided by (1)
 - (5) Average gift - (3) divided by (2)
 - b. Payroll Deductions
 - (1) Number authorizing
 - (2) Total pledged
 - (3) Average gift - (2) divided by (1)
 - c. Designations - summary totals, by campaign organization
 - d. Narrative summary evaluation of CFC arrangement based upon campaign experience.

OVERSEAS COMBINED FEDERAL CAMPAIGN ORGANIZATION

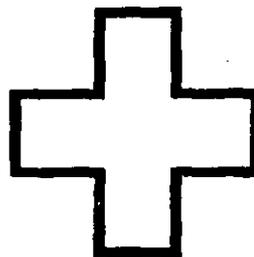




Manual on

FUND-RAISING WITHIN THE FEDERAL SERVICE

for Voluntary Health and Welfare Agencies



EXECUTIVE ORDER

10927

ABOLISHING THE PRESIDENT'S COMMITTEE ON FUND-RAISING WITHIN THE FEDERAL SERVICE AND PROVIDING FOR THE CONDUCT OF FUND-RAISING ACTIVITIES

By virtue of the authority vested in me as President of the United States, it is ordered as follows:

Section 1. The President's Committee on Fund-Raising Within the Federal Service, established by Executive Order No. 10728 of September 6, 1957, is hereby abolished, and that order is hereby revoked.

Section 2. (a) The Chairman of the Civil Service Commission shall make arrangements for such national voluntary health and welfare agencies and such other national voluntary agencies as may be appropriate to solicit funds from Federal employees and members of the armed forces at their places of employment or duty stations.

(b) In making the arrangements required by subsection (a) of this section, the Chairman of the Civil Service Commission is authorized to consult with appropriate interested persons and organizations, the national voluntary agencies, and the executive departments and agencies concerned. Such arrangements shall (1) permit true voluntary giving and reserve to the individual the option of disclosing his gift or keeping it confidential; (2) designate specific periods during which solicitations may be conducted; and (3) provide for not more than three solicitations annually, except in cases of emergency or disaster appeals for which specific provision may be made by the Chairman of the Civil Service Commission.

Section 3. This order shall not apply to solicitations conducted by organizations composed of civilian employees or members of the armed forces among their own members for organizational support or for benefit or welfare funds for their members. Such solicitations shall be conducted under policies and procedures approved by the head of the department or agency concerned.

Section 4. All records and property of the President's Committee on Fund-Raising Within the Federal Service are hereby transferred to the Chairman of the Civil Service Commission.

Section 5. This order shall become effective forty-five days after its date.

JOHN F. KENNEDY

THE WHITE HOUSE
March 18, 1961.

CAMPAIGN ARRANGEMENTS FOR VOLUNTARY AGENCIES

3.1 TYPES OF VOLUNTARY AGENCIES. Voluntary agencies are private, self-governing organizations financed primarily by contributions from the public. Some are national in scope, with a national organization and state or local chapters or affiliates. Others are primarily local both in form of organization and extent of services. The Federal program involves solicitation arrangements for four broad categories of such agencies:

- a. Local health, welfare, or recreational service agencies, such as visiting nurse associations, homes and clinics for children and the aged, and neighborhood centers for youth recreation and guidance.
- b. National and international welfare, recreational service and emergency relief—the American National Red Cross.
- c. National health agencies providing research and public education on a national basis in addition to local services, such as the American Cancer Society and American Heart Association.
- d. National agencies having an international ★service★ function which involves health, welfare or freedom-building programs in foreign countries, such as CARE and Radio Free Europe.

3.2 TYPES OF FUND-RAISING METHODS. The methods used by voluntary agencies in public fund raising are usually characterized as federated or independent. A *federated* campaign typically is one conducted by a local community chest, or by a united fund when the local Red Cross chapter participates. In these cases local voluntary agencies join contractually into a single organization for fund-raising purposes. Usually they also admit local chapters or affiliates of some national agencies as participating members. An *independent* campaign is one conducted by a local or national voluntary agency through its own fund-raising organization. Some national agencies conduct only in-

dependent campaigns, as a matter of agency policy. Others campaign independently or participate in federation depending upon local circumstances and the admission policies of local federated groups.

3.3 CONSIDERATIONS IN MAKING FEDERAL ARRANGEMENTS. With the number of worthy voluntary agencies and their major differences in organization and fund-raising policy, coordinated arrangements are necessary in order to provide Federal employees an opportunity, within reasonable administrative expense, to contribute to the agencies of their choice. Basic arrangements are made nationally in view of the national scope of many of the voluntary agencies. Campaign operations are decentralized under provisions that accommodate to the varying situations in local communities. Both federated and independent fund-raising policies are supported since each responds to a legitimate purpose of the voluntary agencies involved. However, in order to keep the number of on-the-job solicitations to the practical minimum independent appeals must be grouped into joint campaigns of agencies having similar characteristics, e.g. the National Health Agencies, the ★International Service Agencies★ and the American Overseas Campaign.

3.4 DEFINITION OF TERMS USED IN FEDERAL ARRANGEMENTS

.41 *Domestic Area.* The 50 United States, the Panama Canal Zone, and the Commonwealth of Puerto Rico.

.42 *Overseas Area.* All other points in the world where Federal employees or members of the armed forces are stationed.

.43 *Federated Community.* A location within the domestic area where a federated fund-raising program is operated by national and local voluntary agencies through a community

chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc. ★and which meets the nondiscrimination requirements prescribed in Appendix F.★

.44 Nonfederated Community. A location within the domestic area where there is no federated fund-raising program or where the federated program does not include any national voluntary agency of the types defined in paragraphs 3.45 and 3.46 ★or does not meet the nondiscrimination requirements prescribed in APPENDIX F.★

.45 Recognized National Voluntary Agency. An agency which has been declared eligible by the Chairman of the Civil Service Commission for participation in independent or joint campaigns in the Federal establishment.

.46 National Voluntary Agency "Supported Primarily through United Funds and Community Chests." An agency which generally solicits within the Federal establishment as a participating member of community chests, united funds or other local federated groups which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc., for example, United Service Organizations, Inc. (USO). Such an agency is not recognized for participation in independent or joint campaigns except with respect to nonfederated communities and the overseas area.

3.5 POLICIES GOVERNING FEDERAL ARRANGEMENTS

.51 Campaign Arrangements Established Nationally. The basic campaign arrangements in this chapter have been established by the Chairman of the Civil Service Commission after consultation with representatives of national voluntary agencies, the executive departments and agencies, and Federal employee organizations. Commitments are made nationally in order to make it possible for the independent national voluntary agencies to develop and administer joint campaigns in the Federal establishment. Therefore, local Federal agency heads are not

authorized to vary from the established arrangements except to the extent that local variations are expressly provided for.

.52 Number of Solicitations. Not more than three solicitations on the job will be made annually at any location, on behalf of voluntary health, welfare, or international ★service★ agencies, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the Civil Service Commission. At locations where the Red Cross participates in a local federated campaign not more than two such solicitations will be made annually. ★Only one solicitation will be made at locations where there is a Combined Federal Campaign.★

.53 No Duplicate or Supplemental Campaigns. No voluntary agency may be permitted to solicit Federal personnel at place of employment or duty station more than once in any year except in the case of an approved emergency or disaster appeal.

.54 Responsible Conduct. Solicitation privileges may be withdrawn from a voluntary agency at any time by the Chairman of the Civil Service Commission, after due notice and opportunity for consultation, in the event it fails to adhere to the eligibility requirements, policies and procedures of the Federal program.

.55 Federated Campaigns.

.551 Authorization. A local community chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Community Funds and Councils of America, Inc., ★and meets the nondiscrimination requirements prescribed in Appendix F★ is authorized on-the-job solicitation privileges in its local campaign area.

.552 Other Agencies Excluded. In a federated community as defined in paragraph 3.43, local voluntary agencies and national voluntary agencies "supported primarily through united funds and community chests" are not authorized to solicit on the job except as participating members of the local fund or chest.

.553 Single Fund-Raising Agency. A local community chest, united fund or other local

CAMPAIGN PRACTICES AND PROCEDURES

5.1 PURPOSE OF AUTHORIZED CAMPAIGNS. The program for fund raising within the Federal service is in recognition of the importance of voluntary agencies in our free society—agencies which complement and strengthen our tax-supported services in a manner which is vital to the well-being of the American people. Their voluntary services to human needs—in local communities and on the national and international scene—depend upon contributions of funds from the public. And the primary source is employed persons—those with jobs and regular income who recognize a social and civic responsibility to share in helping their fellow man. Solicitation of employees on the job is authorized in the Federal service, as in most other large organizations, in order to assist voluntary agencies in obtaining the funds to continue their worthy programs. Thus, the purpose of our approved campaigns is to familiarize Federal personnel with the human needs that are being met by voluntary programs and to encourage them to contribute a fair amount of the financial support required.

5.2 TRUE VOLUNTARY GIVING. True voluntary giving is the free response of an individual to an appeal which gives him full knowledge of the human needs at stake and encourages him to contribute generously in relation to his financial ability and his responsibility as a good citizen.

Before the present program was inaugurated, the lack of official guidelines for the conduct of campaigns had resulted in employee complaints—warranted or unwarranted—about coercion by management personnel to force contributions on an involuntary basis. The President's concern that this not occur forms the basis for the express injunction of Executive Order 10927 that fund-raising arrangements "shall permit true voluntary giving and reserve to the individual the option of disclosing his

gift or keeping it confidential." Any practice that involves compulsion, coercion, or reprisal directed to the individual serviceman or civilian employee because of the size of his contribution or his failure to contribute has no place in the Federal program. Coercive practices debase the spirit and purpose and violate the letter of the Executive Order.

It is incumbent upon the heads of Federal offices and installations to see that management and supervisory personnel and other campaign workers are expressly informed of the President's policy. Negative practices are no substitute for the organized, intensive encouragement of voluntary contributions which is contemplated by the Federal program.

5.3 CAMPAIGN OBJECTIVES

- a. To inform Government people of the essential role that voluntary agencies play in the community and the nation and their need for public support.
- b. To provide an opportunity for every individual to donate to specific worthy agencies for purposes with which he is familiar and which he wants to support.
- c. To seek 100 percent voluntary participation while preserving the individual's right to give or not to give.
- d. To stimulate generous giving in relation to the ability of the giver while preserving his right to give in a confidential manner if he chooses to do so.

5.4 ORGANIZATION FOR SOLICITATION

.41 Management and Employee Organization Support. The importance of meeting human needs through our voluntary agencies and of assisting Federal personnel to discharge their social and civic responsibility without fear of coercion calls for solid understanding, backing and cooperation from all levels of management

and from employee organizations. The head of each Federal installation is responsible for providing local leadership to each authorized campaign by:

- a. Cooperating with voluntary agency representatives and the heads of other Federal agencies in the communitywide effort.
- b. Advance planning and activation of an effective campaign organization in his own installation.
- c. Enlisting the participation and support of employee organization leaders where possible.
- d. Personal endorsement and follow up through messages to all employees and contacts with management and supervisory staff.

.42 Advance Planning and Organization. Advance planning and activation of the campaign organization requires:

- a. Selecting a campaign chairman or project officer, division chairmen and keymen who are able and enthusiastic.
- b. Briefing of management staff, campaign workers, and employee organization leaders on the policies of the Federal program and the educational material and administrative details involved in the campaign.
- c. Clear assignment of responsibilities for general publicity, kick-off rallies, indoctrination meetings, and person-to-person solicitation—and for effective supervision, follow up, and progress reporting at each echelon of the campaign organization.

These steps are primary and essential. A detailed guideline for effective campaigning is incorporated in the APPENDIX.

.43 Keyman Responsibilities. A keyman is selected for the personal solicitation of about 25 employees, more or less, depending upon the unit organization. He should be chosen for his leadership qualifications, compatibility with co-workers, and motivation toward successful performance. Since he is acting, in effect, as an agent of the recognized voluntary agencies in contacting potential contributors it is important that each keyman be given a thorough briefing on the program and purpose of the participating voluntary agencies, preferably by representatives of the fund-raising agencies

themselves. The keyman's responsibilities are to:

- a. Personally contact each prospective contributor in the assigned group and give him the educational literature and contributor's cards or envelopes appropriate to the campaign.
- b. Explain the services performed by the voluntary agencies and answer any questions about them and the Federal fund-raising program.
- c. Urge a generous gift, with the goal of 100 percent voluntary participation in mind; where appropriate call attention to local fair-share giving guides and arrangements for pledges to be paid on the installment plan.
- d. Collect employee contributions, forward them and make reports in accordance with local arrangements for the particular campaign.
- e. Where authorized in the particular department or agency, collect installment pledges when due.

5.5 DOLLAR GOALS, FAIR SHARE GUIDES AND INSTALLMENT PLEDGES

.51 Dollar Goals or Quotas. In united fund and community chest campaigns, in coordinated solicitations in nonfederated communities and mixed areas, and in Red Cross campaigns in the domestic area, the local Federal agency head may accept an equitable dollar goal or quota representing his installation's share of the overall dollar goal for the community. When so accepted, the dollar goal for the installation may be allocated in the form of subgoals to principal divisions of the installation. The assignment of a dollar goal or quota to an individual potential contributor is absolutely prohibited. Dollar goals are not authorized in the National Health Agencies and International Service Agencies campaigns in the domestic area nor in any overseas campaigns.

.52 Fair-Share Giving Guides. In campaigns which have dollar goals, campaign materials may include what the voluntary agencies consider one's fair share of responsibility toward the success of the campaign. These suggestions are developed by the soliciting agencies for the

AGENCY FUND-RAISING PROGRAM COORDINATORS

Agriculture

*Joseph M. Robertson

American Battle Monuments Commission

Harvey E. Conway

Atomic Energy Commission

*Howard C. Brown, Jr.

Board of Governors, Federal Reserve System

H. F. Sprecher, Jr.

Bureau of the Budget

*E. Charles Woods

Central Intelligence Agency

Emmett D. Echols

Civil Aeronautics Board

John W. Dregge

Civil Service Commission

David F. Williams

Commerce

David R. Baldwin

Council of Economic Advisers

Joseph J. Walka

Department of Defense

Office of the Secretary

*Everett L. Butler

Department of the Army

*James T. Bedsole

*Lt. Col. John T. McAtee

Department of the Navy

*Harold W. Boyles

*Lt. Cmdr. W. O. Thomson, USN

Department of the Air Force

*John A. Lang, Jr.

*Col. George R. Ashley

Emergency Planning, Office of

William B. Rice

Export-Import Bank

John R. Crown

Farm Credit Administration

James E. Pitts, Jr.

Federal Aviation Agency

*Robert H. Willey

Federal Communications Commission

Ben F. Waple

Federal Deposit Insurance Corporation

Floyd E. Tift

Federal Home Loan Bank Board

Charles M. Dulin

Federal Mediation & Conciliation Service

Jack R. George

Federal Power Commission

W. N. Campbell

Federal Trade Commission

John A. Delaney

Foreign Claims Settlement Commission

Marion J. Coltrin

General Accounting Office

*Herschel J. Simmons

General Services Administration

*Stephen Gould

Government Printing Office

Harry E. Hull

Health, Education, and Welfare

*Donald F. Simpson

*Housing and Urban Development

Lewis E. Williams

Interior

*George E. Robinson

Interstate Commerce Commission

Bernard F. Schmid

Justice

John W. Adler

Labor

*Robert K. Salyers

Library of Congress

Elizabeth W. Ridley

National Aeronautics and Space Administration

Alfred S. Hodgson

National Capital Housing Authority

Donald P. Libera

National Capital Planning Commission

Wilmer C. Dutton, Jr.

National Capital Transportation Agency

J. Neal Tomey

National Labor Relations Board

Daniel E. Matthews

National Mediation Board

Thomas A. Tracy

National Science Foundation

*Calvin Jones

Panama Canal Company

*Col. Harold R. Parfitt

Post Office

*Walter Zachariasiewicz

Railroad Retirement Board

Howard W. Habermeyer

Renegotiation Board

Robert F. Haggerty

Securities and Exchange Commission

William E. Becker

Selective Service System

Lt. Gen. Lewis B. Hershey, USA

*Also member of Fund-Raising Policy Committee.

Small Business Administration
 Robert H. West
 Smithsonian Institution
 E. L. Roy
 Soldiers' Home
 Brig. Gen. John F. Cassidy
 State
 William J. Crockett
 Subversive Activities Control Board
 Charles F. Dirlam
 Tariff Commission
 Donn N. Bent

Tax Court of the United States
 O. W. Schoenfelder
 Tennessee Valley Authority
 *John E. Massey
 Treasury
 *Paul McDonald
 U.S. Information Agency
 Lester E. Edmond
 Veterans Administration
 *A. H. Monk

See footnote on preceding page.

**★EMPLOYEE ORGANIZATION MEMBERS OF
 FUND-RAISING POLICY COMMITTEE**

American Federation of Government Employees	Mr. John F. Griner President
Government Employees' Council (AFL-CIO)	Mr. John A. McCart Operations Director
International Association of Machinists and Aerospace Workers	Mr. William H. Ryan National Coordinator, Government Employees Department
National Alliance of Postal Employees	Mr. Charles Braxton Administrative Assistant
National Association of Internal Revenue Employees	Mr. George A. Bursach Executive Secretary-Treasurer
National Association of Letter Carriers	Mr. James H. Rademacher Vice President
National Federation of Federal Employees	Mr. Nathan T. Wolkomir President
National Postal Union	Mr. Sidney A. Goodman President
United Federation of Postal Clerks	Mr. E. C. Hallbeck President★

APPENDIX B

FIELD COORDINATING GROUPS

The jurisdiction of local Federal coordinating groups ordinarily coincides with the campaign area of the local united fund or community chest. At some locations, coordination extends over a wider area. The designation (CFC) after place names indicates locations where charitable solicitations have been consolidated in a Combined Federal Campaign.

ALABAMA

Anniston (CFC)

Lt. Colonel Edwin F. Patterson, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, U.S. Army School/Training Center
Fort McClellan, Ala. 36201

Birmingham (CFC)

Mr. A. J. O'Donnell, Jr., President
Federal Executive Association
Internal Revenue Service
Birmingham, Ala. 35203

Huntsville (CFC)

Mr. Leonard M. Brockman, Chairman
Fund-Raising Program Coordinating Committee
U.S. Army Missile Command
Huntsville, Ala. 35808

Mobile

Mr. Martin J. Johnson, President
Federal Executives Association
Social Security Administration
218 St. Francis Street
P.O. Box 1150
Mobile, Ala. 36601

Montgomery

Mr. Spencer Palmer, President
Montgomery Association of Federal Administrators
USDA-Forestry Service
502 Washington Street
P.O. Box 40
Montgomery, Ala. 36104

Tuscaloosa

Mr. Chesley R. Johnson, Jr., Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Tuscaloosa, Ala. 35404

ALASKA

Anchorage (CFC)

Colonel Carl W. Bradford, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 21st Air Base Group. (AAC)
Elmendorf Air Force Base
APO Seattle, Wash. 98742

ALASKA—Continued

Fairbanks

Lt. Gilbert R. Edwards, Chairman
Fund-Raising Program Coordinating Committee
USARL Yukon Command and Fort Wainwright
APO Seattle, Wash. 98731

ARIZONA

Phoenix (CFC)

Mr. Wade Head, President
Phoenix Federal Council
Bureau of Indian Affairs
124 West Thomas Road
Phoenix, Ariz. 85013

Tucson

Lt. Colonel Gordon H. Stafford, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 803d Combat Support Group (SAC)
Davis-Monthan Air Force Base, Ariz. 85707

ARKANSAS

Blytheville

Lt. Colonel Roger M. Warner, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 97th Combat Support Group (SAC)
Blytheville Air Force Base, Ark. 72317

Little Rock

Mr. Henry E. Hudson, President
Greater Little Rock Federal Agencies Management
Council
VA Regional Office
Federal Office Building
Little Rock, Ark. 72201

CALIFORNIA

Barstow (CFC)

Major General John H. Masters, Chairman
Fund-Raising Program Coordinating Committee
Marine Corps Supply Center
Barstow, Calif. 92313

Corona (CFC)

Mr. Marvin L. Guthrie, Chairman
Fund-Raising Program Coordinating Committee
Office Services Division (Code 22)
U.S. Naval Ordnance Laboratory
Corona, Calif. 91720

CALIFORNIA—Continued

Indian Wells Valley (CFC)

Mr. James H. McGlothlin, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Ordnance Test Station
China Lake, Calif. 96105

Los Angeles (CFC)

Mr. Joseph H. Tippetts, Chairman
Los Angeles Federal Executive Board
Federal Aviation Agency
P.O. Box 90007
Los Angeles, Calif. 90009

Redding (CFC)

Mr. Felix Dashen, Chairman
Fund-Raising Program Coordinating Committee
Shasta Field Division
Bureau of Reclamation
Redding, Calif. 96001

Sacramento (CFC)

Mr. R. Schnapp, Chairman
Fund-Raising Program Coordinating Committee
Sacramento Air Materiel Area
McClellan Air Force Base
Sacramento, Calif. 95652

San Bernardino (CFC)

Colonel William F. Stewart, Chairman
Fund-Raising Program Coordinating Committee
2848th Air Base Group
Norton Air Force Base
San Bernardino, Calif. 92400

San Diego (CFC)

Rear Admiral F. A. Brandley, Chairman
Fund-Raising Program Coordinating Committee
Eleventh Naval District
San Diego, Calif. 92103

San Francisco (CFC)

Mr. Raymond J. Lloyd, Chairman
San Francisco Federal Executive Board
Federal Trade Commission
450 Golden Gate Avenue
San Francisco, Calif. 94102

San Jose (CFC)

Captain James V. Rowney, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Moffett Field
San Jose, Calif.

Santa Ana (CFC)

General F. C. Thairin, Chairman
Fund-Raising Program Coordinating Committee
U.S. Marine Corps Air Station
El Toro, Calif.

CALIFORNIA—Continued

Santa Barbara (CFC)

Colonel Verl B. Schoenfeldt, Chairman
Fund-Raising Program Coordinating Committee
4392d Aero Space Support Group (SAO)
Vandenberg Air Force Base, Calif. 93437

Vallejo (CFC)

Colonel Edward D. Lynch, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 60th Military Airlift Wing (MAC)
Travis Air Force Base, Calif. 94535

Ventura (CFC)

Rear Admiral R. N. Sharp, Chairman
Fund-Raising Program Coordinating Committee
Pacific Missile Range
Code 0
Pt. Mugu, Calif. 93041

COLORADO

Colorado Springs (CFC)

Major General Autrey J. Maroun, Chairman
Fund-Raising Program Coordinating Committee
Fort Carson, Colo.

Denver (CFC)

Miss Dorothy L. Starbuck, Chairman
Denver Federal Executive Board
Veterans Administration Regional Office
Building 20, Denver Federal Center
Denver, Colo. 80225

Pueblo

Mr. Jullus H. Cohen, Chairman
Fund-Raising Program Coordinating Committee
Pueblo Army Depot
Pueblo, Colo. 81001

CONNECTICUT

Hartford

Mr. Frank A. Giorgio, Chairman
Fund-Raising Program Coordinating Committee
U.S. Department of Labor
Post Office Building
Hartford, Conn. 06103

New London-Groton-Norwick (CFC)

Captain W. A. McGuinness, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Submarine Base New London
Groton, Conn. 06342

DELAWARE

Dover (CFC)

Colonel James J. Hayes, Chairman
Fund-Raising Program Coordinating Committee
Dover Air Force Base
Dover, Del. 19901

FLORIDA

Cape Kennedy

Mr. Ben Hursey, President
Canaveral Federal Management Association
P.O. Box 4888
Patrick Air Force Base, Fla. 32925

Jacksonville (CFC)

Mr. Leonard B. Eubanks, Chairman
Fund-Raising Program Coordinating Committee
Box 22
U.S. Naval Air Station
Jacksonville, Fla. 32212

Key West (CFC)

Captain John W. Higgins, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Station
Key West, Fla. 33040

Miami (CFC)

Mr. Thomas A. Butler, Chairman
Greater Miami Federal Executive Council
Small Business Administration
Room 912, Federal Office Building
51 Southwest First Avenue
Miami, Fla. 33130

Milton (CFC)

Commander R. W. Hudeck, Chairman
Fund-Raising Program Coordinating Committee
Naval Auxiliary Air Station
Whiting Field
Milton, Fla. 32570

Orlando

Colonel K. Wayne Claybaugh, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 306th Combat Support Group (SAC)
McCoy Air Force Base, Fla. 32812

Pensacola (CFC)

Rear Admiral John J. Lynch, Chairman
Fund-Raising Program Coordinating Committee
Chief of Naval Air Basic Training
U.S. Naval Air Station
Pensacola, Fla. 32508

Sanford (CFC)

Captain Herbert W. Houck, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Sanford, Fla. 32771

Tampa

Mr. Edward F. Boardman, President
Tampa Bay Area Association of Federal Administrators
U.S. District Attorney
P.O. Box 2841
Tampa, Fla. 33601

GEORGIA

Albany

Colonel W. M. Williams, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 484th Combat Support Group (SAC)
Turner Air Force Base, Ga. 31703

Atlanta (CFC)

Mr. William J. Bookholt, Chairman
Atlanta Federal Executive Board
Internal Revenue Service
P.O. Box 926
Atlanta, Ga. 30301

Augusta

Colonel Joseph L. Salonic, Chairman
Fund-Raising Program Coordinating Committee
U.S. Army Military Police School
Fort Gordon, Ga. 30905

Brunswick (CFC)

Captain Edward B. Holley, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Glynco, Ga. 31523

Macon

Colonel John C. Healey, Chairman
Fund-Raising Program Coordinating Committee
Warner Robins Air Materiel Area
Robins Air Force Base, Ga. 31094

Savannah (CFC)

Colonel L. J. Mantoux, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 63d Military Airlift Wing (MAC)
Hunter Air Force Base, Ga. 31409

HAWAII

Honolulu (CFC)

Mr. Philip M. Swatek, Chairman
Honolulu Federal Executive Board
Federal Aviation Agency
Honolulu, Hawaii 96812

IDAHO

Boise (CFC)

Mr. Loryn E. Kopan, President
Federal Executive Council
Veterans Administration Center
5th and Fort Street
Boise, Idaho 83701

ILLINOIS

Champaign

Mr. Eldon B. Colegrove, Chairman
Fund-Raising Program Coordinating Committee
Farm Home Administration
Federal Building No. 14
Champaign, Ill. 61820

ILLINOIS—Continued

Chicago (CFC)

Mr. Arnold J. Rauen, Chairman
Chicago Federal Executive Board
U.S. Savings Bonds Division
Room 2044, 219 South Dearborn Street
Chicago, Ill. 60605

Danville (CFC)

Mr. George R. Rea, President
Danville Council of Federal Agencies
Social Security Administration
403 West North Street
Danville, Ill. 61832

Rock Island

Colonel H. A. Snyder, Chairman
Fund-Raising Program Coordinating Committee
Rock Island Arsenal
Rock Island, Ill. 61202

Springfield (CFC)

Mr. Jay G. Philpott, Chairman
Fund-Raising Program Coordinating Committee
Internal Revenue Service
P.O. Box 1468
Springfield, Ill. 62705

INDIANA

Fort Wayne

Mr. Eugene J. Gabriel, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Fort Wayne, Ind. 46802

Indianapolis

Mr. Don Zimmerman, President
Council of Federal Agencies
Social Security Administration
2000 North Meridian Street
Indianapolis, Ind. 46202

Peru (CFC)

Colonel William P. Dunn, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 305th Combat Support Group (SAC)
Bunker Hill Air Force Base
Peru, Ind. 46971

IOWA

Des Moines

Mr. Conrad E. Lawlor, President
Federal Executive Council
850 Insurance Exchange Building
Des Moines, Iowa 50309

KANSAS

Fort Riley (CFC)

Lt. John E. Sanders, Chairman
Fund-Raising Program Coordinating Committee
Headquarters Fort Riley
Fort Riley, Kans. 66442

KANSAS—Continued

Leavenworth (CFC)

Colonel Paul M. Morrill, Chairman
Fund-Raising Program Coordinating Committee
Assistant Chief of Staff G-1
Fort Leavenworth, Kans. 66027

Topeka (CFC)

Mr. Richard A. Deck, President
Topeka Federal Business Association
Social Security Administration
901 Monroe Street
Topeka, Kans. 66612

Wichita

Mr. Edwin J. Klag, President
Federal Business Association
Veterans Administration Center
5500 East Kellogg
Wichita, Kans. 67218

KENTUCKY

Lexington

Mr. James O. Sherrard, Chairman
Fund-Raising Program Coordinating Committee
Lexington-Blue Grass Army Depot
Lexington, Ky. 40507

Louisville

Mr. Robert D. Krook, President
Federal Executives Association
Census Operations Office
1201 East 10th Street
Jeffersonville, Ind. 47130

LOUISIANA

Alexandria (CFC)

Mr. Hans R. Raum, President
Rapides Parish Federal Executive Association
Kisatchee National Forest
2500 Shreveport Highway
Pineville, La. 71360

New Orleans

Mr. C. W. Johnson, President
Federal Business Association
Immigration and Naturalization Service
701 Loyola Avenue
New Orleans, La. 70113

Shreveport-Bossier City (CFC)

Colonel W. A. Mason, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 2d Combat Support Group (SAC)
Barksdale Air Force Base, La. 71110

MAINE

Augusta (CFC)

Mr. Harry V. Flussi, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Center
Togus, Maine 04333

MAINE—Continued

Bangor

Colonel Grover Y. Greene, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 397th Combat Support Group (SAC)
Dow Air Force Base, Maine

Limestone

Colonel Robert G. Woda, Chairman
Fund-Raising Program Coordinating Committee
42d Combat Support Group (SAC)
Loring Air Force Base, Maine 04750

MARYLAND

Bainbridge-Perry Point (CFC)

Captain R. H. Bowers, USN, Chairman
Fund-Raising Program Coordinating Committee
Commander, U.S. Naval Training Center
Bainbridge, Md. 21905

Baltimore (CFC)

Mr. Joseph S. Perzella, President
Federal Business Association of Maryland
Bureau of Labor Standards
Baltimore, Md. 21202

Indian Head (CFC)

Mr. P. Foster, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Propellant Plant
Indian Head, Md. 20390

Lexington Park (CFC)

Captain C. L. Lambing, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Patuxent River, Md. 20670

MASSACHUSETTS

Boston

Mr. Albert D. O'Connor, Chairman
Fund-Raising Committee
Boston Federal Executive Board
Office of Emergency Planning
Oak Hill Road
Harvard, Mass. 01451

Brockton (CFC)

Dr. W. Winick, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Brockton, Mass. 02401

Lawrence

Mr. Thomas J. Gillilan, Chairman
Fund-Raising Program Coordinating Committee
Internal Revenue Service
7 Lake Street
Lawrence, Mass. 01841

MASSACHUSETTS—Continued

Springfield-Chicopee-Holyoke

Colonel John A. Nolan, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 814th Combat Support Group (SAC)
Westover Air Force Base, Mass. 01022

MICHIGAN

Ann Arbor

Mr. Robert S. Via, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
2215 Fuller Road
Ann Arbor, Mich. 48105

Battle Creek

Dr. A. W. Byrnes, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Battle Creek, Mich. 49016

Detroit

Mr. Robert F. Phillips, President
Federal Executives Association of Metropolitan Detroit
Small Business Administration
1200 Book Building
Detroit, Mich. 48226

Gwinn

Colonel Wilson W. Howard, Chairman
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Headquarters, 410th Bombardment Wing (SAC)
K. I. Sawyer Air Force Base, Mich. 49842

MINNESOTA

Fargo-Moorhead (CFC)

Mr. Basil D. Walker, President
Fargo-Moorhead Federal Executives Association
Postmaster
Moorhead, Minn. 56560

Minneapolis-St. Paul (CFC, Minneapolis)

Mrs. Marjorie Maki, Chairman
Minneapolis-St. Paul Federal Executive Board
Bureau of Customs
177 U.S. Courthouse
Minneapolis, Minn. 55401

MISSISSIPPI

Biloxi-Gulfport-Pascagoula (CFC)

Mr. Jackson Balch, Vice President
Mississippi Coast Association of Federal
Administrators
Mississippi Test Facility, NASA
Bay St. Louis, Miss. 39520

MISSISSIPPI—Continued

Columbus (CFC)

Lt. Colonel Thomas J. Skiffington, Chairman
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Headquarters, 454th Combat Support Group (SAC)
Columbus Air Force Base, Miss. 39705

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Mr. Walter R. Boyd, President
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Kansas City Federal Executive Board
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St. Louis

Mr. Albert H. Sonntag, Chairman
St. Louis Federal Executive Board
U.S. Civil Service Commission
St. Louis, Mo. 63103

Scotia (CFC)

Colonel Donald H. Merten, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 351st Strategic Missile Wing (SAC)
Whiteman Air Force Base, Mo. 63301

Springfield

Dr. Pasquale J. Ciccone, Chairman
Fund-Raising Program Coordinating Committee
Medical Center for Federal Prisoners
Springfield, Mo.

MONTANA

Billings

Mr. Harold Tysk, President
Billings Federal Executive Association
Bureau of Land Management
Billings, Mont. 59101

Glasgow

Lt. Colonel Lloyd G. Thomas, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 91st Bombardment Wing (SAC)
Glasgow Air Force Base, Mont. 59231

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Mr. Robert Van Sickle, President
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Social Security Administration
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NEBRASKA

Lincoln (CFC)

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Fund-Raising Program Coordinating Committee

NEBRASKA—Continued

U.S. Post Office
Lincoln, Nebr. 68500

Omaha

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Internal Revenue Service
Omaha, Nebr. 68102

NEVADA

Reno

Mr. Jack Howell, President
Reno Area Federal Executives Council
Department of Commerce
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NEW HAMPSHIRE

Portsmouth (CFC)

Mr. Thomas H. Webb, Chairman
Fund-Raising Program Coordinating Committee
Industrial Relations Office
Portsmouth Naval Shipyard
Portsmouth, N.H. 03804

NEW JERSEY

Atlantic City (CFC)

Mr. Jack G. Webb, Chairman
Fund-Raising Program Coordinating Committee
National Aviation Facilities Experimental Center
Federal Aviation Agency
Atlantic City, N.J.

Bayonne (CFC)

Captain E. E. Brighton, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Supply Center
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Dover (CFC)

Colonel J. S. Chambers, Jr., Chairman
Fund-Raising Program Coordinating Committee
Picatinny Arsenal
Dover, N.J. 07801

Fort Dix (Burlington County) (CFC)

Brigadier General William E. Ekman, Chairman
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Headquarters, U.S. Army Training Center, Infantry
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Jersey City

Mr. Louis DiBello, Chairman
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Main Post Office, Room 201
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Monmouth County

Mr. Thomas Dames, Chairman
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U.S. Army Electronics Command
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NEW JERSEY—Continued

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VA Regional Office
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Paterson

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Paterson, N.J. 07503

Trenton

Mr. Theodore Piela, Chairman
Fund-Raising Program Coordinating Committee
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402 East State Street
Trenton, N.J. 08608

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Albuquerque-Santa Fe Federal Executive Association
Atomic Energy Commission
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Capital District Federal Executive Council
Internal Revenue Service
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Albany, N.Y. 12201

Buffalo

Mr. Myron F. Blakeney, Chairman
Fund-Raising Program Coordinating Committee
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Buffalo, N.Y. 14240

Nassau-Suffolk County Area

Colonel Francis S. Gabreski, Chairman
Fund-Raising Program Coordinating Committee
Commander, 52d Fighter Wing
Suffolk County Air Force Base, N.Y.

New York City (CFC)

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Subcommittee for Charitable Solicitations
New York Federal Executive Board
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Plattsburgh

Colonel Leonard S. Dysinger, Chairman
Fund-Raising Program Coordinating Committee

NEW YORK—Continued

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Plattsburgh Air Force Base
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Rome (CFC)

Colonel F. H. Foerster, Jr., Chairman
Fund-Raising Program Coordinating Committee
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Griffiss Air Force Base, N.Y. 13440

Syracuse

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Small Business Administration
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Syracuse, N.Y. 13202

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Asheville, N.C. 28801

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Mr. Edward T. Kendall
Council of Federal Agencies
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Greensboro

Mr. John O. Taylor, Chairman
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Greensboro, N.C. 27420

NORTH DAKOTA

Grand Forks

Lt. James R. Texada, Chairman
Fund-Raising Program Coordinating Committee
Personal Affairs Branch (BPM4)
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Grand Forks, N. Dak. 58201

Minot

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Headquarters, 810th Strategic Aerospace Division
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OHIO

Canton

Mr. Paul J. Marks, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Canton, Ohio 44701

OHIO—Continued

Cincinnati

Mr. Joseph J. Scanlon, Chairman
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U.S. Post Office
Cincinnati, Ohio 45202

Cleveland (CFC)

Captain J. W. Cartee, Chairman
Fund-Raising Committee
Cleveland Federal Executive Board
U.S. Navy Finance Center
Cleveland, Ohio 44114

Newark (CFC)

Mr. Edward M. LeGendre, Chairman
Fund-Raising Program Coordinating Committee
2802d Inertial Guidance and Calibration Group
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Newark, Ohio 43055

Sandusky (CFC)

Mr. Roy Cooley, Chairman
Fund-Raising Program Coordinating Committee
NASA Lewis Research Center
Plum Brook Station
Sandusky, Ohio

Toledo (CFC)

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Youngstown

Mr. Chester W. Bailey, Chairman
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Postmaster
Youngstown, Ohio

OKLAHOMA

Altus

Colonel Jack H. Heinzl, Chairman
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Headquarters, 11th Strategic Aerospace Wing (SAC)
Altus Air Force Base, Okla. 73523

Clinton

Colonel Robert T. Calhoun, Chairman
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Clinton-Sherman Air Force Base
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Lawton

Chairman, Fund-Raising Program Coordinating
Committee
Commanding General
Army Artillery and Missile Center
Attn: AKPSIGP-PS
Fort Sill, Okla. 73503

OKLAHOMA—Continued

Oklahoma City (CFC)

Colonel J. A. Mullins, Chairman
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Tinker Air Force Base
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OREGON

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PENNSYLVANIA

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Commander W. C. Moses, Chairman
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Mr. George E. Danzberger, Chairman
Fund-Raising Program Coordinating Committee
Letterkenny Army Depot
Chambersburg, Pa. 17201

Coatesville (CFC)

Dr. Frank F. Merker, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Coatesville, Pa.

Greater Harrisburg

Captain Edward K. Scofield, Chairman
Fund-Raising Program Coordinating Committee
Naval Supply Depot
Mechanicsburg, Pa. 17055

Lebanon

Mr. Charles P. Eberhart, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
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Philadelphia

Captain Paul C. Stimson
Director of Fund Raising, Planning and Coordinating
Committee
Philadelphia Federal Executive Board
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PENNSYLVANIA—Continued

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1111 East End Boulevard
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SOUTH CAROLINA

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Committee
Commandant, Sixth Naval District
Attn: Assistant Chief of Staff for Administration
U.S. Naval Base
Charleston, S.C. 29408
Columbia (CFC)
Mr. Harold M. McLeod, President
Federal Executive Council
Internal Revenue Service
901 Sumter Street
Columbia, S.C. 29201
Greenville
Major C. J. Click, President
Greenville Federal Executive Association
Marine Corps Reserve
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Greenville, S.C. 29601

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Wind Cave National Park
Hot Springs, S. Dak. 57747
Sioux Falls
Mr. Howard J. Wood, President
Federal Business Association of Sioux Falls
Postmaster
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Sioux Falls, S. Dak. 47102

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Knoxville
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Fund-Raising Program Coordinator
Tennessee Valley Authority
Knoxville, Tenn. 37902
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Rear Admiral M. H. Tuttle, Chairman
Fund-Raising Program Coordinating Committee
Chief of Naval Air Technical Training
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Memphis, Tenn. 37115

TENNESSEE—Continued

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Mr. S. R. Sapirie, Chairman
Fund-Raising Program Coordinating Committee
U.S. Atomic Energy Commission
Oak Ridge, Tenn.

TEXAS

Abilene (CFC)
Mr. Clyde E. Grant, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Abilene, Tex.
Big Spring
Colonel George E. Franks, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 3560th Pilot Training Wing (ATC)
Webb Air Force Base, Tex. 79720
Corpus Christi (CFC)
Rear Admiral R. A. Macpherson, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Corpus Christi, Tex. 78419
Dallas-Fort Worth
Mr. John J. Slaughter, Chairman
Dallas-Fort Worth Federal Executive Board
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El Paso, Tex. 79984
Galveston
Mr. N. A. Nilson, Chairman
Fund-Raising Program Coordinating Committee
Galveston District Corps of Engineers
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Galveston, Tex. 77550
Houston
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Houston Federal Business Association
Federal Housing Administration
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TEXAS—Continued

Lubbock

Colonel Ernest T. Cragg, Chairman
Fund-Raising Program Coordinating Committee
3500th Pilot Training Wing
Reese Air Force Base, Tex. 79401

San Antonio (CFC)

Major General Nils O. Ohman, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, Air Training Command
Randolph Air Force Base, Tex. 78148

Texarkana

Mr. Bobby J. Brewer, Chairman
Fund-Raising Program Coordinating Committee
Red River Army Depot
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Waco

Dr. George T. McMahan, Chairman
Fund-Raising Program Coordinating Committee
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UTAH

Ogden (CFC)

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VIRGINIA

Newport News-Hampton

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Norfolk (CFC)

Rear Admiral Reynold D. Hogle, Chairman
Fund-Raising Program Coordinating Committee
Commandant, Fifth Naval District
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VIRGINIA—Continued

Roanoke

Mr. Melvin Raiker, Chairman
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WASHINGTON

Bremerton (CFC)

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Seattle (CFC)

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Spokane (CFC)

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U.S. Forest Service
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Tacoma

Colonel Hugh E. Wild, President
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Commander, 62d Air Transport Wing
McChord Air Force Base, Wash. 98438

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WEST VIRGINIA

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Huntington (CFC)

Mr. James R. Owen, Chairman
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U.S. Army Engineer District
Huntington, W. Va. 25721

Martinsburg (CFC)

Mr. A. A. Gavazzi, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Center
Martinsburg, W. Va. 25401

WISCONSIN

Milwaukee

Mr. Edward G. Moore, President
 Federal Officials Association
 U.S. Civil Service Commission
 Brumder Building
 135 East Wells Street
 Milwaukee, Wis. 53202

WYOMING

Cheyenne (CFC)

Mr. Merle Allen, Chairman
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 Veterans Administration Center
 Cheyenne, Wyo. 82001

COMMONWEALTH OF PUERTO RICO

San Juan

Mr. Jessie Stinson, President
 Federal Business Association
 School Superintendent
 Antilles Consolidated Schools
 Fort Buchanan, P.R. 00919

NATIONAL CAPITAL AREA

Washington, D.C. (CFC)

Mr. Nicholas J. Oganovic, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Civil Service Commission
 Washington, D.C. 20415

PANAMA

Panama Canal Zone (CFC)

Colonel Harold R. Parfitt, Chairman
 Fund-Raising Program Coordinating Committee
 Canal Zone Government
 Balboa Heights, C.Z.

OVERSEAS AREAS

Department of Defense (CFC)

Mr. Charles V. Brewer, Chairman
 National Policy Coordinating Committee
 DoD Overseas Combined Federal Campaign
 Office of the Assistant Secretary of Defense
 (Administration)
 Washington, D.C. 20301

★1966-67 FUND-RAISING BULLETIN

To the Heads of Executive Departments and Agencies

The voluntary agencies recognized by the Chairman of the Civil Service Commission, in accordance with Executive Order 10927, for on-the-job solicitation privileges in the Federal service during fiscal year 1967 are listed in this bulletin. Their worthwhile efforts on behalf of all Americans merit a generous voluntary contribution from Federal personnel. The Eligibility Committee has determined that each one meets established requirements as to program objective, administrative integrity, and financial responsibility.

The assigned periods for the 1966-67 campaigns and the locations and conditions under which solicitation privileges may be exercised are as specified in section 3.5 of the *Federal fund-raising manual*, except as modified by the instructions in Appendix F. **NON-DISCRIMINATION REQUIREMENTS**, and Appendix G, **THE COMBINED FEDERAL CAMPAIGN**.

RECOGNIZED CAMPAIGNS AND AGENCIES

1. **LOCAL COMMUNITY CHESTS, UNITED FUNDS, AND OTHER FEDERATED GROUPS** which are members in good standing of, or are recognized by, the United Community Funds and Councils of America, Inc.

2. **THE AMERICAN NATIONAL RED CROSS**
(Domestic and overseas areas)

3. **FEDERAL SERVICE CAMPAIGN FOR THE NATIONAL HEALTH AGENCIES**
(Domestic and overseas areas)
American Cancer Society, Inc.
American Heart Association, Inc.

Arthritis Foundation

Muscular Dystrophy Associations of America, Inc.
National Association for Mental Health, Inc.
National Association for Retarded Children, Inc.
National Cystic Fibrosis Research Foundation
National Foundation-March of Dimes
National Multiple Sclerosis Society
National Society for Crippled Children and Adults, Inc.
National Society for the Prevention of Blindness
United Cerebral Palsy Associations, Inc.

4. INTERNATIONAL SERVICE AGENCIES (Domestic area only)

American-Korean Foundation, Inc.
CARE, Inc.
Project HOPE (People-to-People Health Foundation, Inc.)
Radio Free Europe Fund (Crusade for Freedom, Inc.)

5. AMERICAN OVERSEAS CAMPAIGN (Overseas area only)

American-Korean Foundation, Inc.
American Social Health Association
CARE, Inc.
International Social Service, Inc.
National Park and Recreation Association
Project HOPE (People-to-People Health Foundation, Inc.)
Radio Free Europe Fund (Crusade for Freedom, Inc.)
United Seamen's Service, Inc.
United Service Organizations, Inc. (USO)

NOTE

Health Agencies shall provide nondiscrimination assurance to the appropriate FSCNHA State Coordinating Committee. The FSCNHA State Coordinating Committee shall forward in a group to the appropriate Federal official in each campaign location (county) the nondiscrimination assurances of the state or local chapters or affiliates which are otherwise eligible to participate in the FSCNHA campaign at that location.

- e. *International service agencies.* American-Korean Foundation, CARE, Project HOPE and Radio Free Europe have furnished the Chairman of the Civil Service Commission satisfactory assurance of nondiscrimination policy and practice with respect to their national organizations and all local chapters, committees and other units. Accordingly, local units of these national voluntary agencies are exempted from the requirement of filing assurances with local Federal officials.
- f. *Recipient of assurances filed locally.* Nondiscrimination assurances required to be filed at the local level shall be filed with the chairman of the appropriate local Federal coordinating group, as listed in Appendix B, or in the absence of such organization in the local area, with the head of the local Federal installation having the largest number of civilian and military personnel.

C. *No further assurance required.* A national or local voluntary agency which has filed satisfactory nondiscrimination assurance for the fiscal year beginning July 1, 1965, and has maintained such nondiscriminatory policy or practice without substantial change is not required to file further assurance to continue its eligibility for subsequent years unless such further assurance is expressly requested by the appropriate Federal official.

V. ADMINISTRATION BY THE FEDERAL GOVERNMENT

A. *Responsibility for administration.* The responsibility for administration of the nondiscrimination requirements at the national level is assigned to the Office of the Chairman, Civil Service Commission.

At the local level, each local Federal coordinating group is authorized and responsible for administration of the nondiscrimination requirements in its local area. In the absence of such an organization in the local area (county), the authority and responsibility is assigned to the head of the local Federal installation having the largest number of civilian and military personnel. At their discretion, a local Federal coordinating group may redelegate to an appropriate committee, or the head of a designated local Federal installation may redelegate to a subordinate official, such of the authority assigned in this section as is deemed appropriate.

After July 1, 1965, the heads of Federal offices and installations shall permit the solicitation of employees or military personnel on the job, or "off-the-job" as defined in Manual section 3.6, only on behalf of such voluntary agencies as have been determined by the responsible Federal coordinating group or official to be qualified under the nondiscrimination standard and related requirements. The nondiscrimination requirements do not apply, of course, to solicitations of Federal personnel at their homes or otherwise in their capacity as private citizens away from their place of employment or duty stations.

B. *Acceptance of nondiscrimination assurances.* The appropriate Federal official in each local area, as designated above, will review nondiscrimination assurances filed with him to determine that they meet the requirements. He will request such additions or amendments as may be needed. He will notify the heads of all local Federal offices and installations of his finding with respect to the receipt of satisfactory non-discrimination assurances from all voluntary agencies which are otherwise eligible to solicit contributions from Federal personnel in the local area. Assurances will be retained as official records in the custody of his office. The responsible local Federal official may request interpretation or advice from the Office of the Chairman, Civil Service Commission, as needed.

C. *Disqualifications.* If a required nondiscrimination assurance is not filed with the appropriate Federal official, or is filed but is determined by him to be unsatisfactory, the voluntary agency concerned shall not be permitted to solicit contributions from Federal personnel in the local area until satisfactory assurance is received.

In the event a voluntary agency files satisfactory assurance but information is received which raises a substantial question whether the agency's practices in fact meet the standard, the appropriate Federal official shall make such investigation as may be necessary and, after providing the agency an opportunity to present evidence of satisfactory compliance, shall make a determination whether Federal fund-raising privileges in the local area will be granted or withheld from the agency. If a substantial question regarding nondiscrimination practices is raised with respect to a voluntary agency which furnished its assurance to the Civil Service Commission or the National Budget and Consultation Committee, the appropriate Federal official will forward the question and all available related information to the Office of the Chairman, Civil Service Commission, for investigation.

If a local united fund, community chest or other federated organization does not itself file the required nondiscrimination assurance, the federated organization shall not be permitted to solicit contributions from Federal personnel in the local area until satisfactory assurance is received. In such event the local area becomes a nonfederated community for purposes of Federal fund raising. Member agencies of the federated organization which individually have met the nondiscrimination requirement will not be allowed to

solicit independently. However, they may organize a coordinated solicitation in accordance with the provisions of Manual section 3.56.

If a local united fund, community chest or other federated organization furnishes satisfactory assurance for its own organization, the fact that one or more of its member agencies has not met the nondiscrimination requirements does not cancel the federated organization's Federal fund-raising privileges in the local area. It may conduct a solicitation in the Federal service on behalf of those member agencies which have met the requirements. However, nonqualifying agencies shall not be listed in the solicitation literature distributed in Federal offices and installations and shall not participate in nor benefit, directly or indirectly, from contributions received in the Federal solicitation. If the federated organization conducts a solicitation in

the general community which includes nonqualifying agencies, it will be necessary to treat receipts from the Federal solicitation as donor-restricted funds, separate and distinct from the funds received from other contributors, so as to insure that nonqualifying agencies do not benefit directly or indirectly from the Federal solicitation, as follows:

1. Funds from the Federal solicitation shall be identified separately from other funds in the organization's financial records and shall be allocated only to agencies which participated in the Federal solicitation; and
2. Funds from non-Federal sources shall be allocated in a separate process and the proportionate shares assigned to nonqualifying agencies shall not be increased to offset losses due to their disqualification for the Federal solicitation.

PLAN FOR DOD OVERSEAS COMBINED FEDERAL CAMPAIGN

I. Purpose

A. This Plan for a Combined Federal Campaign by voluntary health and welfare agencies in Department of Defense activities overseas has been developed in order to:

1. Meet employee wishes for a single campaign,
2. Reduce costs to the Government, and
3. Increase contributions to voluntary health and welfare activities.

It has been approved by the Chairman of the Civil Service Commission under the authority of Executive Order 10927, dated March 18, 1961, which governs fund-raising within the Federal Service.

II. Background

A. Federal employees and members of the Armed Forces overseas contribute over one and a half million dollars a year for health and welfare purposes in response to fund-raising appeals on the job. Their contributions go to three broad categories of voluntary agencies:

1. The American National Red Cross
2. The National Health Agencies which currently include the American Cancer Society, American Heart Association, Arthritis Foundation, Muscular Dystrophy Associations of America, National Association for Mental Health, National Association for Retarded Children, National Cystic Fibrosis Research Foundation, National Foundation - March of Dimes, National Multiple Sclerosis Society, National Society for Crippled Children and Adults, National Society for Prevention of Blindness, and United Cerebral Palsy Associations.
3. The American Overseas Campaign agencies which currently include CARE and Radio Free Europe, as well as Project HOPE, the American-Korean Foundation, American Social Health Association, International Social Service, Inc., National Recreation Association, United Seamen's Service, Inc., and the United Service Organizations, Inc. (USO).

(The simplified system provided in G, Remittance, is intended to minimize paperwork and to eliminate the need for any accounting reconciliations between payroll office and campaign organizations. The payroll office accepts responsibility for the accuracy of remittances, as supported by current allotment authorizations and internal accounting and auditing requirements. The voluntary campaign organizations or their designated agents accept responsibility for the accuracy of distribution of remittances among the voluntary campaign organizations, based upon employee pledges and arrangements for independent audit agreed upon by the participating voluntary campaign organizations.)

VII. Orientation, Training, and Publicity Arrangements

The DoD Overseas Combined Federal Campaign involves so many new features that a formal plan should be developed by the Command CFC Coordinating Committee to cover the orientation of management and employees, training of keymen, and publicity to employees and servicemen.

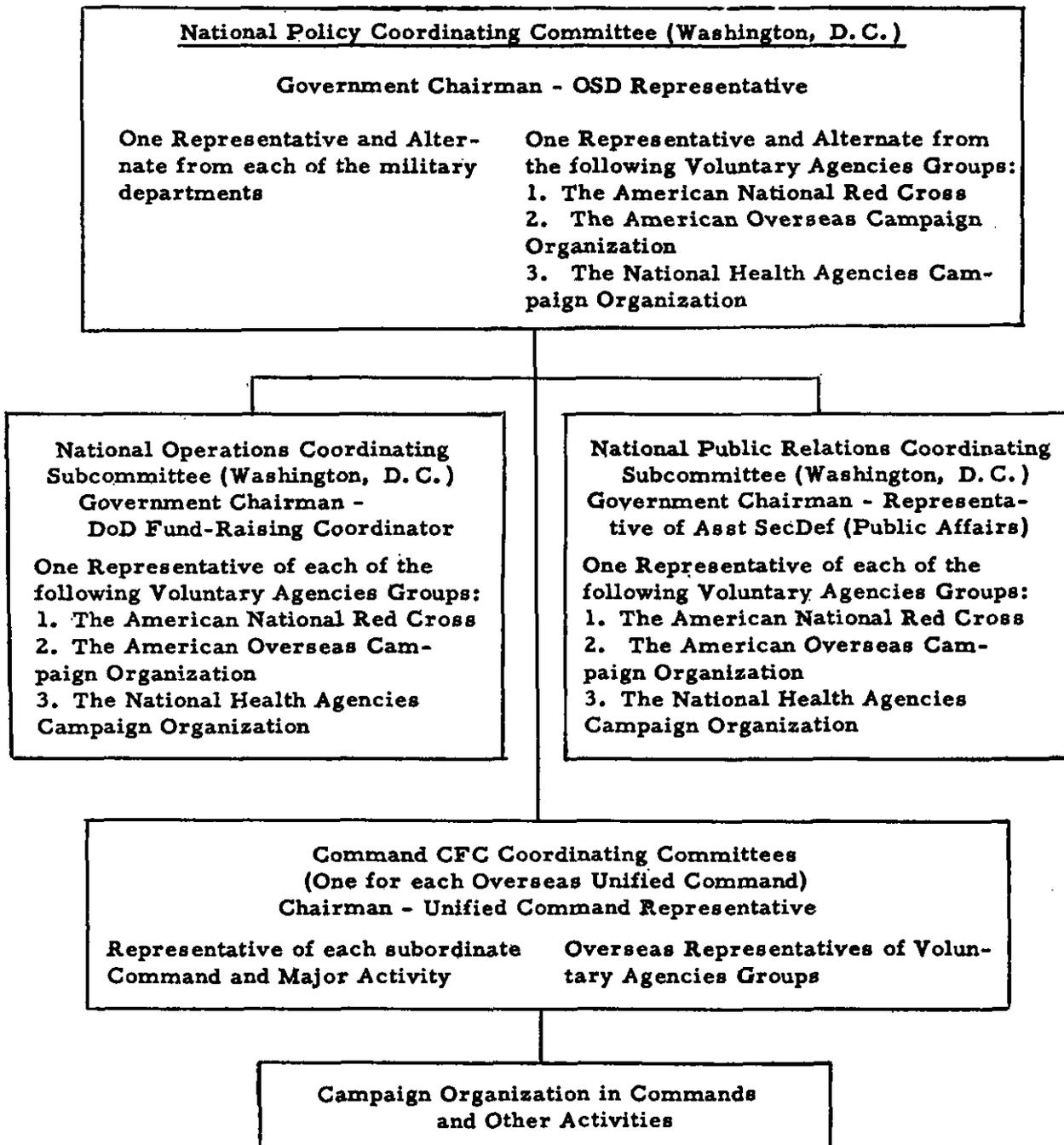
It is expected that all overseas commanders will assist campaign leaders in the conduct of an enthusiastic and purposeful solicitation in their installations in order to develop maximum group interest and response. In orientation programs, however, care should be taken to make clear that the Fund-Raising Manual policies and procedures are to be maintained intact as they apply to prohibition against individual employee quotas, assessments, or any other form of coercive action, and to the employee's right of privacy as to the amount of his gift and his privilege to contribute voluntarily either with or without the use of a confidential sealed envelope furnished by the contributor. Since employees and servicemen may not be aware of the new pledge and payroll withholding arrangements, it is essential that keymen be trained effectively on the new procedures and be equipped to answer any questions or problems the contributors may have in this respect as well as questions of a substantive nature regarding the programs of the participating voluntary agencies. Employees and servicemen should be told the background and purpose of the combined campaign arrangements, including the use of installment payment through payroll withholding. Special stress should be placed on giving enough on a once-a-year basis to provide a fair amount of support for all authorized campaign organizations.

VIII. National Coordination and Reporting

The DoD Fund Raising Coordinator in Washington is responsible at the national level for the National Policy Coordinating Committee for advice to the Command CFC Coordinating Committee regarding CFC arrangements. Direct communication by mail and telephone is recommended. All Chairmen of the Command CFC Coordinating Committees are requested to furnish reports to the DoD Fund Raising Coordinator in Washington as follows:

1. No later than July 1 following the solicitation - a report of campaign results, as follows:
 - a. Basic data
 - (1) Number solicited
 - (2) Number of contributions
 - (3) Total receipts
 - (4) Per capita gift -- (3) divided by (1)
 - b. Payroll deductions - Number authorizing, Total pledged.
 - c. Designations - Summary totals, by campaign organization.
 - d. Narrative summary evaluation of CFC arrangement based upon campaign experience.

OVERSEAS COMBINED FEDERAL CAMPAIGN ORGANIZATION



PAYROLL WITHHOLDING FORM

PAYROLL WITHHOLDING AUTHORIZATION FOR VOLUNTARY CHARITABLE CONTRIBUTIONS		DOD OVERSEAS COMBINED FEDERAL CAMPAIGN c/o Cashier, American Express Co., Inc. 65 Broadway, New York, N. Y. 10006						
NAME (First Name) (Initial) (Last Name)		IDENTIFICATION NO.						
THEATER	COMMAND OR UNIT	LOCATION						
FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR ALLOTMENT Minimum amount for use of payroll withholding is 50¢ each pay day if paid every two weeks or twice monthly; \$1.00 if paid monthly.								
\$	\$4.00	\$3.50	\$3.00	\$2.50	\$2.00	\$1.50	\$1.00	\$.50
I hereby authorize the above-named agency or any other agency of the Department of Defense by which I may be employed to deduct the amount shown above from my pay each pay period for six months commencing with the first pay period beginning in July and ending with the last pay period which begins in December _____, provided that the amounts so deducted shall be remitted to the DOD Overseas Combined Federal Campaign shown above. I understand that this authorization may be revoked by me in writing at anytime before it expires.				Contributor's Signature _____		Date _____		
TO DoD PAYROLL OFFICES--If contributor moves to the jurisdiction of another DoD payroll office before December 31, _____, this authorization should be forwarded.								
CSC Form 804 (DoD) May 1966								

This form may be reproduced locally.

AGENCY FUND-RAISING PROGRAM COORDINATORS

Agriculture	Federal Trade Commission
*Joseph M. Robertson	John A. Delaney
American Battle Monuments Commission	Foreign Claims Settlement Commission
Harvey E. Conway	Marion J. Coltrin
Atomic Energy Commission	General Accounting Office
*Howard C. Brown, Jr.	*John F. Feeney
Board of Governors, Federal Reserve System	General Services Administration
H. F. Sprecher, Jr.	*Stephen Gould
Bureau of the Budget	Government Printing Office
*E. Charles Woods	Harry E. Hull
Central Intelligence Agency	Health, Education, and Welfare
Emmett D. Echols	*Donald F. Simpson
Civil Aeronautics Board	Housing and Home Finance Agency
John W. Dregge	Lewis E. Williams
Civil Service Commission	Interior
David F. Williams	*George E. Robinson
Commerce	Interstate Commerce Commission
David R. Baldwin	Bernard F. Schmid
Council of Economic Advisers	Justice
Joseph J. Walka	John W. Adler
Department of Defense	Labor
Office of the Secretary	*Robert K. Salyers
*Everett L. Butler	Library of Congress
Department of the Army	Elizabeth W. Ridley
*Everett L. Butler	National Aeronautics and Space Administration
Lt. Col. John T. McAtee	Alfred S. Hodgson
Department of the Navy	National Capital Housing Authority
*Harold W. Boyles	Donald P. Libera
*Lt. Cmdr. W. O. Thomson, USN	National Capital Planning Commission
Department of the Air Force	Wilmer C. Dutton, Jr.
*Benjamin W. Fridge	National Capital Transportation Agency
*Col. George R. Ashley	J. Neal Tomey
Emergency Planning, Office of	National Labor Relations Board
William B. Rice	Daniel E. Matthews
Export-Import Bank	National Mediation Board
John R. Crown	Thomas A. Tracy
Farm Credit Administration	National Science Foundation
James E. Pitts, Jr.	David Larkin
Federal Aviation Agency	Panama Canal Company
*Robert H. Willey	*Col. Harold R. Parfitt
Federal Communications Commission	Post Office
Ben F. Waple	*Walter Zachariasiewicz
Federal Deposit Insurance Corporation	Railroad Retirement Board
Floyd E. Tift	Howard W. Habermeyer
Federal Home Loan Bank Board	Renegotiation Board
Charles M. Dulin	Robert F. Haggerty
Federal Mediation & Conciliation Service	Securities and Exchange Commission
Jack R. George	William E. Becker
Federal Power Commission	Selective Service System
W. N. Campbell	Lt. Gen. Lewis B. Hershey, USA

*Also member of Fund-Raising Policy Committee.

Small Business Administration

Robert H. West

Smithsonian Institution

E. L. Roy

Soldiers' Home

Brig. Gen. John F. Cassidy

State

William J. Crockett

Subversive Activities Control Board

Charles F. Dirlam

Tariff Commission

Donn N. Bent

Tax Court of the United States

O. W. Schoenfelder

Tennessee Valley Authority

*John E. Massey

Treasury

*Paul McDonald

U.S. Information Agency

Lester E. Edmond

Veterans Administration

*A. H. Monk

See footnote on preceding page.

APPENDIX B

FIELD COORDINATING GROUPS

The jurisdiction of local Federal coordinating groups ordinarily coincides with the campaign area of the local united fund or community chest. At some locations, coordination extends over a wider area.

ALABAMA

Birmingham

Mr. A. J. O'Donnell, Jr., President
Federal Executive Association
Internal Revenue Service
Birmingham, Ala. 35203

Huntsville

Mr. Leonard M. Brockman, Chairman
Fund-Raising Program Coordinating Committee
U.S. Army Missile Command
Huntsville, Ala. 35808

Mobile

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Federal Executives Association
Social Security Administration
218 St. Francis Street
P.O. Box 1150
Mobile, Ala. 36601

Montgomery

Mr. Spencer Palmer, President
Montgomery Association of Federal Administrators
USDA—Forestry Service
502 Washington Street
P.O. Box 40
Montgomery, Ala. 36104

Tuscaloosa

Mr. Chesley R. Johnson, Jr., Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Tuscaloosa, Ala.

ALASKA

Anchorage

Colonel Carl W. Bradford, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 5040th Air Base Wing (AAC)
APO Seattle, Wash. 98742

ARIZONA

Phoenix

Mr. Wayne A. Sanders, President
Phoenix Federal Council
VA Regional Office
230 North First Avenue
Phoenix, Ariz. 85025

ARKANSAS

Blytheville

Lt. Colonel Roger M. Warner, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 97th Combat Support Group (SAC)
Blytheville Air Force Base, Ark. 72317

ARKANSAS—Continued

Little Rock

Mr. Roy Sharp, President
Greater Little Rock Federal Agencies Management
Council
Postmaster
Little Rock, Ark. 72200

CALIFORNIA

Barstow

Major General John H. Masters, Chairman
Fund-Raising Program Coordinating Committee
Marine Corps Supply Center
Barstow, Calif. 92313

Indian Wells Valley

Mr. James H. McGlothlin, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Ordnance Test Station
China Lake, Calif. 96105

Los Angeles

Mr. Joseph H. Tippetts, Chairman
Los Angeles Federal Executive Board
Federal Aviation Agency
P.O. Box 90007
Los Angeles, Calif. 90009

Napa-Solano County

Mr. Edward D. Lynch, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 60th Military Airlift Wing (MAC)
Travis Air Force Base, Calif. 94535

Redding

Mr. Felix Dashen, Chairman
Fund-Raising Program Coordinating Committee
Shasta Field Division
Bureau of Reclamation
Redding, Calif.

Sacramento

Mr. R. Schnapp, Chairman
Fund-Raising Program Coordinating Committee
Sacramento Air Materiel Area
McClellan Air Force Base
Sacramento, Calif. 95652

San Bernardino

Colonel William F. Stewart, Chairman
Fund-Raising Program Coordinating Committee
2848th Air Base Group
Norton Air Force Base
San Bernardino, Calif. 92409

San Diego

Rear Admiral F. A. Brandley, Chairman
Fund-Raising Program Coordinating Committee
Eleventh Naval District
San Diego, Calif. 92130

CALIFORNIA—Continued

San Francisco

Mr. Raymond J. Lloyd, Chairman
 San Francisco Federal Executive Board
 Federal Trade Commission
 450 Golden Gate Avenue
 San Francisco, Calif. 94102

San Jose

Captain Malcolm C. Friedman, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Naval Air Station
 Moffett Field
 San Jose, Calif.

Santa Ana

General F. C. Tharin, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Marine Corps Air Station
 El Toro, Calif.

Ventura

Rear Admiral R. N. Sharp, Chairman
 Fund-Raising Program Coordinating Committee
 Pacific Missile Range
 Code 0
 Pt. Mugu, Calif. 93041

COLORADO

Colorado Springs

Major General Autrey J. Maroun, Chairman
 Fund-Raising Program Coordinating Committee
 Fort Carson, Colo.

Denver

Mr. Frank E. Johnson, Chairman
 Denver Federal Executive Board
 Bureau of Employment Security
 730 17th Street
 Denver, Colo. 80202

Pueblo

Mr. Julius H. Cohen, Chairman
 Fund-Raising Program Coordinating Committee
 Pueblo Army Depot
 Pueblo, Colo. 81001

CONNECTICUT

Hartford

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 Fund-Raising Program Coordinating Committee
 U.S. Department of Labor
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 Hartford, Conn. 06103

New London-Groton-Norwich

Captain W. A. McGuinness, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Naval Submarine Base New London
 Groton, Conn. 06342

FLORIDA

Cape Kennedy

Mr. Ben Hursey, President

FLORIDA—Continued

Canaveral Federal Management Association
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Patrick Air Force Base, Fla. 32925

Jacksonville

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 U.S. Naval Air Station
 Jacksonville, Fla. 32212

Key West

Mr. J. H. Carmichael, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Naval Station
 Key West, Fla. 33040

Miami

Mr. Thomas A. Butler, Chairman
 Greater Miami Federal Executive Council
 Small Business Administration
 Room 912, Federal Office Building
 51 Southwest First Avenue
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Milton

Commander R. W. Hudeck, Chairman
 Fund-Raising Program Coordinating Committee
 Naval Auxillary Air Station
 Whiting Field
 Milton, Fla.

Orlando

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 Headquarters, 306th Combat Support Group (SAC)
 McCoy Air Force Base, Fla. 32812

Pensacola

Rear Admiral John J. Lynch, Chairman
 Fund-Raising Program Coordinating Committee
 Chief of Naval Air Basic Training
 U.S. Naval Air Station
 Pensacola, Fla. 32508

Sanford

Captain C. W. Swanson, Chairman
 Fund-Raising Program Coordinating Committee
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 Sanford, Fla. 32771

Tampa

Mr. Edward F. Boardman, President
 Tampa Bay Area Association of Federal Administrators
 U.S. District Attorney
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GEORGIA

Albany

Colonel W. M. Williams, Chairman
 Fund-Raising Program Coordinating Committee
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 Turner Air Force Base, Ga. 31703

GEORGIA—Continued

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Macon

Colonel John C. Healey, Chairman
Fund-Raising Program Coordinating Committee
Warner Robins Air Materiel Area
Robins Air Force Base, Ga. 31094

Savannah

Colonel Gilbert L. Curtis, Chairman
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Headquarters, 63d Troop Carrier Wing, Heavy
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Hunter Air Force Base, Ga. 31409

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MAINE

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Bangor

Colonel Grover Y. Greene, Chairman
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Headquarters, 397th Combat Support Group (SAC)
Dow Air Force Base, Maine

Linestone

Colonel Robert G. Woda, Chairman
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42d Combat Support Group (SAC)
Loring Air Force Base, Maine 04750

MARYLAND

Bainbridge-Perry Point

Captain R. H. Bowers, USN, Chairman
Fund-Raising Program Coordinating Committee
Commander, U.S. Naval Training Center
Bainbridge, Md.

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Federal Business Association of Maryland
Bureau of Labor Standards
Baltimore, Md. 21202

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Westover Air Force Base, Mass. 01022

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Gwinn

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K. I. Sawyer Air Force Base, Mich. 49842

MINNESOTA

Fargo-Moorhead

Mr. Basil D. Walker, President
Fargo-Moorhead Federal Council
Postmaster
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Minneapolis-St. Paul

Mrs. Marjorie Maki, President
Twin Cities Federal Business Association
Bureau of Customs
177 U.S. Courthouse
Minneapolis, Minn. 55401

MISSISSIPPI

Biloxi-Gulfport-Pascagoula

Commander N. L. Martinson, President
Mississippi Coast Association of Federal
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U. S. Naval Construction Battalion Center
Gulfport, Miss. 39531

MISSISSIPPI—Continued

Columbus

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Sedalia

Colonel Donald H. Merten, Chairman
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Headquarters, 351st Strategic Missile Wing (SAC)
Whiteman Air Force Base, Mo. 65301

Springfield

Dr. Pasquale J. Ciccone, Chairman
Fund-Raising Program Coordinating Committee
Medical Center for Federal Prisoners
Springfield, Mo.

MONTANA

Glasgow

Lt. Colonel Lloyd G. Thomas, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 91st Bombardment Wing (SAC)
Glasgow Air Force Base, Mont. 59231

Missoula

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NEBRASKA

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Lincoln, Nebr. 68500

NEBRASKA—Continued

Omaha

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Federal Business Association
Internal Revenue Service
Omaha, Nebr. 68102

NEVADA

Reno

Mr. Jack Howell, President
Reno Area Federal Executives Council
Department of Commerce
Reno, Nev. 89504

NEW HAMPSHIRE

Portsmouth

Mr. Thomas H. Webb, Chairman
Fund-Raising Program Coordinating Committee
Industrial Relations Office
Portsmouth Naval Shipyard
Portsmouth, N.H. 03804

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Atlantic City

Mr. Jack G. Webb, Chairman
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National Aviation Facilities Experimental Center
Federal Aviation Agency
Atlantic City, N.J.

Bayonne

Captain E. E. Brighton, Chairman
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Bayonne, N.J. 07002

Dover

Colonel J. S. Chambers, Jr., Chairman
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Picatinny Arsenal
Dover, N.J. 07801

Jersey City

Mr. Louis Di Bello, Chairman
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Main Post Office—Room 201
Jersey City, N.J. 07303

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Mr. P. M. Nugent, President
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VA Regional Office
20 Washington Place
Newark, N.J. 07102

Paterson

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Fund-Raising Program Coordinating Committee
U.S. Post Office
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NEW MEXICO

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Albuquerque-Santa Fe Federal Executive Association
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Albuquerque, N. Mex. 87115

NEW YORK

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Dr. Richard B. Bean, President
Capital District Federal Executive Council
Veterans Administration Hospital
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Buffalo

Mr. Myron F. Blakeney, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Buffalo, N.Y. 14240

Nassau-Suffolk County Area

Colonel Francis S. Gabreski, Chairman
Fund-Raising Program Coordinating Committee
Commander, 52d Fighter Wing
Suffolk County Air Force Base, N.Y.

New York City

Mr. Stanley J. Wolicki, Chairman
Subcommittee for Charitable Solicitations
New York Federal Executive Board
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341 Ninth Avenue
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Plattsburgh

Colonel Leonard S. Dysinger, Chairman
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Hq. 380th Strategic Aerospace Wing (SAC)
Plattsburgh Air Force Base
Plattsburgh, N.Y. 12903

Rome

Colonel F. H. Foerster, Jr., Chairman
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Griffiss Air Force Base, N.Y. 13440

Syracuse

Mr. John Lockhart, Chairman
Federal Council
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840 James Street
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NORTH CAROLINA

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Mr. Peter J. Hanlon, Vice President
Federal Executive Council
U.S. Forest Service
50 South French Broad Ave.
Asheville, N.C. 28801

NORTH CAROLINA—Continued

Charlotte

Mr. Fred A. Dow, President
Council of Federal Agencies
Small Business Administration
301 American Building
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Greensboro

Mr. John O. Taylor, Chairman
Fund-Raising Program Coordinating Committee
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Greensboro, N.C. 27420

NORTH DAKOTA

Grand Forks

Lt. James R. Texada, Chairman
Fund-Raising Program Coordinating Committee
Personal Affairs Branch (BPM4)
Grand Forks Air Force Base
Grand Forks, N. Dak. 58201

Minot

Colonel J. E. Upchurch, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 810th Strategic Aerospace Division
(SAC)
Minot Air Force Base, N. Dak. 58703

OHIO

Canton

Mr. Paul J. Marks, Chairman
Fund-Raising Program Coordinating Committee
U.S. Post Office
Canton, Ohio 44701

Cincinnati

Mr. Joseph J. Scanlon, Chairman
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U.S. Post Office
Cincinnati, Ohio 45202

Cleveland

Mr. Nelson E. Sundermeier, President
Federal Officials Association
U.S. Post Office
Cleveland, Ohio 44100

Newark

Mr. Edward M. LeGendre, Chairman
Fund-Raising Program Coordinating Committee
2802d Inertial Guidance and Calibration Group
Newark Air Force Station
Newark, Ohio 43055

Toledo

Mr. Robert P. King, Chairman
Fund-Raising Program Coordinating Committee
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234 Summit Street
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OHIO—Continued

Youngstown

Mr. Chester W. Bailey, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Youngstown, Ohio

OKLAHOMA

Altus

Colonel Jack H. Heinzl, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 11th Strategic Aerospace Wing (SAC)
Altus Air Force Base, Okla. 73523

Clinton

Colonel Robert T. Calhoun, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, 70th Bombardment Wing (SAC)
Clinton-Sherman Air Force Base
Burns Flat, Okla. 73634

Oklahoma City

Colonel J. A. Mullins, Chairman
Fund-Raising Program Coordinating Committee
Oklahoma City Air Materiel Area
Tinker Air Force Base
Oklahoma City, Okla. 73145

OREGON

Portland

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Portland Federal Council
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520 Southwest 6th Avenue
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PENNSYLVANIA

Chambersburg

Mr. George E. Danzberger, Chairman
Fund-Raising Program Coordinating Committee
Letterkenny Army Depot
Chambersburg, Pa. 17201

Coatesville

Dr. J. A. Doering, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Coatesville, Pa.

Greater Harrisburg

Captain Edward K. Scofield, Chairman
Fund-Raising Program Coordinating Committee
Naval Supply Depot
Mechanicsburg, Pa. 17055

Philadelphia

Captain Paul C. Stimson
Director of Fund Raising, Planning and Coordinating
Committee
Philadelphia Federal Executive Board
Fourth Naval District
Philadelphia, Pa. 19112

PENNSYLVANIA—Continued

Pittsburgh

Mr. Harry E. Dessauer, President
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Wilkes-Barre

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1111 East End Boulevard
Wilkes-Barre, Pa. 18703

Charleston

Chairman, Fund-Raising Program Coordinating Committee
Commandant, Sixth Naval District
Attn.: Assistant Chief of Staff for Administration
U.S. Naval Base
Charleston, S.C. 29408

Columbia

Mr. Harold M. McLeod, President
Federal Executive Council
Internal Revenue Service
901 Sumter Street
Columbia, S.C. 29201

Greenville

Mr. C. S. Moeller, President
Greenville Federal Executive Association
Federal Aviation Agency
Greenville-Spartanburg Airport
Greer, S.C.

SOUTH DAKOTA

Hot Springs

Mr. M. Michael, Jr., President
Federal Business Association
Veterans Administration Center
Hot Springs, S. Dak. 57947

Sioux Falls

Mr. Howard J. Wood, President
Federal Business Association of Sioux Falls
Postmaster
400 South Phillips
Sioux Falls, S. Dak. 57102

TENNESSEE

Memphis

Rear Admiral Allen Smith, Jr., Chairman
Fund-Raising Program Coordinating Committee
Chief of Naval Air Technical Training
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Memphis, Tenn. 37115

Nashville

Mr. James A. O'Hara, President
Nashville Federal Business Association
Internal Revenue Service
U.S. Courthouse, Room 459
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TEXAS

Abilene

Mr. Clyde E. Grant, Chairman
Fund-Raising Program Coordinating Committee
Postmaster
Abilene, Tex.

Corpus Christi

Rear Admiral R. A. Macpherson, Chairman
Fund-Raising Program Coordinating Committee
U.S. Naval Air Station
Corpus Christi, Tex. 78419

Dallas-Forth Worth

Mr. W. W. Collins, Chairman
Dallas-Fort Worth Federal Executive Board
Housing and Home Finance Agency
300 West Vickery Boulevard
Fort Worth, Tex. 76104

El Paso

Mr. Charles Hagan, President
Federal Business Association
La Tuna Federal Correctional Institution
La Tuna, Tex. 79916

Houston

Mr. Neal Pickett, President
Houston Federal Business Association
Federal Housing Administration
515 Rusk Avenue, Room 7419
Houston, Tex. 77002

San Antonio

Major General Nils O. Ohman, Chairman
Fund-Raising Program Coordinating Committee
Headquarters, Air Training Command
Randolph Air Force Base, Tex. 78148

Texarkana

Mr. Bobby J. Brewer, Chairman
Fund-Raising Program Coordinating Committee
Red River Army Depot
Texarkana, Tex. 75502

Waco

Dr. George T. McMahan, Chairman
Fund-Raising Program Coordinating Committee
Veterans Administration Hospital
Memorial Drive
Waco, Tex.

UTAH

Ogden

Mr. Joel L. Frykman, Chairman
Fund-Raising Program Coordinating Committee
Forest Service
324 - 25th Street
Ogden, Utah 84401

Salt Lake City

Mr. William Tomsheck, President

UTAH—Continued

Federal Executive Association for Utah
Agricultural Stabilization and Conservation Service
2505 Parleys Way
Salt Lake City, Utah 84109

VIRGINIA

Newport News-Hampton

Colonel Grant E. Jones, Chairman
Fund-Raising Program Coordinating Committee
USA Transportation Center
Fort Eustis, Va. 23604

Norfolk

Rear Admiral Edmund B. Taylor, Chairman
Fund-Raising Program Coordinating Committee
Commandant, Fifth Naval District
Norfolk, Va. 23511

Richmond

Mr. R. L. Lancaster, Cochairman
Fund-Raising Program Coordinating Committee
Assistant Postmaster
10th and Main Streets
Richmond, Va. 23219

Roanoke

Mr. Joseph P. Walsh, Chairman
Roanoke Area Federal Executives Council
Social Security Administration
Campbell Avenue and Third Street, Southwest
Roanoke, Va. 24106

WASHINGTON

Bremerton

Mr. Robert H. Britten, Chairman
Fund-Raising Program Coordinating Committee
Puget Sound Naval Shipyard
Bremerton, Wash. 98314

Seattle

Mr. Samuel J. Hutchinson, Chairman
Fund-Raising Committee
Seattle Federal Executive Board
Bureau of Commercial Fisheries
6116 Arcade Building
Seattle, Wash. 98101

Spokane

Mr. Elmer Luen, President
Spokane Federal Executive Association
U.S. Forest Service
708 Spokane and Eastern Bldg.
Spokane, Wash. 99201

Tacoma

Mr. R. W. May, President
Tacoma Federal Executive Association
Warden, McNeil Island Penitentiary
Box 500
Steilacoom, Wash.

WEST VIRGINIA

Charleston

Mr. Paul L. Jefferson, Chairman
 Federal Executive Council
 Social Security Administration
 1206 Quarrier Street
 P.O. Box 1788
 Charleston, W. Va. 25326

Martinsburg

Mr. A. A. Gavazzi, Chairman
 Fund-Raising Program Coordinating Committee
 Veterans Administration Center
 Martinsburg, W. Va. 25401

WISCONSIN

Milwaukee

Mr. Edward G. Moore, President
 Federal Officials Association
 U.S. Civil Service Commission
 Brumder Building
 135 East Wells Street
 Milwaukee, Wis. 53202

WYOMING

Cheyenne

Mr. Merle Allen, Chairman
 Federal Executive Council
 Veterans Administration Center
 Cheyenne, Wyo.

COMMONWEALTH OF PUERTO RICO

San Juan

Mr. Jessie Stinson, President
 Federal Business Association
 School Superintendent
 Antilles Consolidated Schools
 Fort Buchanan, P.R. 00919

NATIONAL CAPITAL AREA

Washington, D.C.

Mr. Nicholas J. Oganovic, Chairman
 Fund-Raising Program Coordinating Committee
 U.S. Civil Service Commission
 Washington, D.C. 20415

PANAMA

Panama Canal Zone

Colonel Harold R. Parfitt, Chairman
 Fund-Raising Program Coordinating Committee
 Canal Zone Government
 Balboa Heights, C.Z.

poses of the Combined Federal Campaign. The basic ground rules are set forth in Parts VI and VII and may not be changed or modified by local decision.

In the event that a local Federal coordinating group, after taking appropriate steps to initiate a combined campaign, finds in its judgment that it would be impractical to conduct CFC in its local area this year, the group's decision not to hold the campaign will be final and separate drives will proceed during fiscal 1966 as usual.³ The group should report its action promptly to the Chairman of the Commission and advise the reasons why CFC cannot be held and the steps being taken to implement it in 1967.

At locations where there is a significant number of Federal personnel (as a "rule of thumb," 1,000 or more, civilian and military) and there is no Federal coordinating group in being, the head of the local Federal installation having the largest number of personnel should initiate action this year to form a Fund-Raising Program Coordinating Committee⁴ looking toward the operation of CFC in fiscal 1967. He should notify the Office of the Chairman, Civil Service Commission, when the Committee has been established. National representatives of the campaign organizations advise that it will be difficult to undertake local planning this year at more places than those now covered by Federal coordinating groups. However, there is no prohibition against undertaking CFC this year at any location if the local Federal and voluntary agency officials agree they want it and can organize rapidly enough to conduct an effective campaign.

B. Local united funds and community chests

There are some 2,100 united funds and chests in the United States so it has not been possible to involve them directly in the national planning for the Combined Federal Campaign. Representatives of their national association, the United Community Funds and Councils of America, Inc., have participated fully with the other campaign organizations in evaluating the experiments and developing the final plan. They regard the arrangements as greatly improved over the 1964 experimental plan but still not acceptable to many local funds.

Since the local fund or chest is generally the predominant beneficiary of Federal employee contributions, its cooperation is essential to the implementation of CFC in any community. Accordingly, the local fund or chest will be given the opportunity freely to decide whether or not it wishes to participate with the other campaign organizations in a combined Fed-

eral campaign. Local Federal officials should explain the wishes of the Government and its employees for this arrangement and the expected increase in contributions. However, if the local united fund or chest declines to participate, the combined campaign will not be undertaken and separate campaigns by each organization will proceed in the usual manner as outlined in the Manual. Payroll deductions will be authorized only for the combined campaign arrangement.

C. National voluntary agencies

National representatives of the American Red Cross and the recognized⁵ national health agencies and international service agencies have participated fully in the development of the CFC plan.

The national health agencies and international service agencies have agreed nationally to participate in CFC under the basic ground rules prescribed. Their local representatives will participate as full partners in the formulation of detailed arrangements for the local campaign, preparation of campaign materials, etc. If there is disagreement on details which cannot be resolved on a timely basis by direct negotiations between the campaign organizations, such matters will be referred with the recommendations of each organization to the local Federal coordinating group for final decision.

In the event that any of the national voluntary agencies should choose not to participate in CFC under the final arrangements decided locally it may, of course, withdraw from the campaign, but it will not have fund-raising privileges in local Federal offices or installations during the fiscal year involved. This policy is in keeping with the agencies' agreement nationally to participate in CFC under the basic ground rules prescribed in the plan.

In communities where the Red Cross conducts an independent campaign in the Federal establishment in March it will be regarded as a separate campaign organization and full partner in the combined campaign. Red Cross chapters have independent authority with respect to fund-raising policy, so responsibility for deciding on participation in CFC rests with the local chapter board of directors. As with the other national organizations, in the event local Red Cross chapters choose not to participate in CFC under the final arrangements decided locally they are not au-

³ This authority is intended to cover any serious local contingencies which cannot be anticipated in the national plan. For example, if a local Federal installation of predominant size is scheduled for closing in calendar year 1966 the provision for payment of pledges through payroll deductions in 1966 could make it impractical to undertake CFC this year. On the other hand, if the problem should be lack of cooperation by a local Federal agency, rather than foregoing the campaign the local Federal coordinating group chairman should telephone the Office of the Chairman, Civil Service Commission, code 202-343-7268, to obtain assistance in resolving the problem.

⁴ See Manual, section 2.61c.

⁵ An Eligibility Board of Federal management and employee representatives annually screens applicants for fund-raising privileges, using comprehensive standards relating to program worth, administrative integrity and financial responsibility. Agencies recognized for fiscal 1966 are: *National Health Agencies*—American Cancer Society, American Heart Association, Arthritis Foundation, Muscular Dystrophy Associations of America, National Association for Mental Health, National Association for Retarded Children, National Cystic Fibrosis Research Foundation, National Foundation-March of Dimes, National Multiple Sclerosis Society, National Society for Crippled Children and Adults, National Society for the Prevention of Blindness, and United Cerebral Palsy Associations. *International Service Agencies*—American-Korean Foundation, CARE, Inc., Project HOPE, and Radio Free Europe.

thorized to have a separate campaign in local Federal offices or installations during the fiscal year involved.⁶

V. ORGANIZING THE LOCAL CAMPAIGN

Immediately upon receipt of this plan, the local Federal coordinating group should designate a CFC Committee from among its principal members to give top policy leadership and direction to the planning and conduct of the combined campaign. Any of the authorities assigned to the group in this plan may be redelegated to the CFC Committee.

Employee representatives should be appointed to the CFC Committee, where possible from among the principal employee organizations recognized in local Federal installations, so as to insure employee participation in the planning and conduct of the campaign.

The chairman of the CFC Committee should initiate action promptly to organize and plan for the local combined campaign. Immediate action steps suggested are as follows:

1. Meet with the principal representatives of the authorized campaign organizations in the local area, i.e. the local united fund or community chest, the national health agencies, the international service agencies and, in communities where it has a separate Federal campaign, the Red Cross. Attempt to enlist their cooperation in the combined campaign. Furnish copies of the CFC plan and the Federal Fund-Raising Manual as needed.
2. Establish a local joint work group of Federal and voluntary agency representatives. Its purpose is to assemble necessary information and data, plan the detailed arrangements, identify and attempt to resolve any policy issues, and prepare the campaign materials. The work group should have a Federal chairman, other management and employee representatives as deemed advisable, and a designated representative from each of the authorized campaign organizations. If participation by the local united fund (community chest and Red Cross at some locations) is delayed because of the need to obtain formal authorization from its board of directors, request designation of a representative on a tentative basis so that preliminary planning can get underway in the meantime.
3. Insure that the joint work group's planning and materials preparation is scheduled and moves ahead rapidly and that detailed arrangements are approved and issues resolved on a timely basis by the Federal coordinating group.

VI. ESTABLISHING LOCAL CFC ARRANGEMENTS

Note. The arrangements outlined in this part constitute basic ground rules for the Combined Federal Campaign. Local Federal coordinating groups are

⁶ Except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the Civil Service Commission. (See Manual, section 3.52.)

not authorized to vary from these rules except to the extent that local variations are expressly provided for.

The local joint work group should proceed promptly to work out and recommend to the Federal coordinating group the detailed arrangements for the campaign, covering the items listed below.

A. Campaign name

The name will be the COMBINED FEDERAL CAMPAIGN. The title should include the year for which contributions are solicited and identification of the locality, as for example: 1966 SAN ANTONIO AREA COMBINED FEDERAL CAMPAIGN.

B. Campaign period

This may be any period not in excess of six weeks between September 1 and November 30, 1965. Since the Federal fund-raising program is on a fiscal year basis, the national agency campaigns to be combined in CFC are those which normally would have been held in the local area in fiscal 1966. There is no change in the timing of the 1966 national agency campaigns outside the local CFC area.

C. Campaign area

The exact geographic area to be covered by the combined campaign will be determined locally, taking into account past practice and the feasible scope for a single, coordinated campaign. Generally this will be the area that has been used in previous years for a coordinated campaign on behalf of the local united fund or chest. At some locations more than one united fund or chest may be involved. Clear demarcation of the campaign area is necessary, among other reasons in order that the 1966 national agency campaigns outside the CFC areas can be conducted without overlap or confusion.

D. Past contributions data

Each of the authorized campaign organizations should report its total dollar receipts in the last 3 years from Federal military and civilian personnel in the campaign area established in C above. For a fiscal 1966 combined campaign, this refers to contributions in on-the-job campaigns held in fiscal years 1963, 1964, and 1965. Compile a separate 3-year total for the united fund or chest, the national health agencies (FSCNHA), the international service agencies (FSJC) and, if it has an independent local Federal campaign, the Red Cross. The ratio of these 3-year totals is the base for setting the ratio for division of undesignated funds in the combined campaign.

E. Ratio for division of undesignated funds

Undesignated funds are the dollars donated or pledged in the combined campaign that are not designated to particular beneficiary agencies. The percentage distribution of undesignated funds among the authorized campaign organizations will be predetermined on a basis which gives effect to the past giving experience by Federal contributors in the local campaign area. A 3-year experience period is used so as to avoid severe fluctuations due to special factors affecting contributions in any one year.

SAMPLE TEXT ITEMS

WHAT IS THE COMBINED FEDERAL CAMPAIGN? It's a one-time solicitation for voluntary health and welfare agencies. The (name of local united fund) and the National Health and International Service Agencies (add American Red Cross where appropriate), which normally would solicit next spring are cooperating locally in a single campaign for Federal personnel. This will be the only fund-raising drive for voluntary agencies this year.

HOW DID IT COME ABOUT? Many employees have asked for a single charity drive. It can save a great amount of time and expense for the Government and the voluntary agencies. One drive makes it practical, too, to have a payroll payment plan. The combined Federal Campaign has the full endorsement of the heads of executive departments and agencies and the presidents of major employee organizations.

WHY PAYROLL PAYMENT? Employees and servicemen want to contribute their fair share. Payroll payment helps you to do this because you spread your gift in small installments over a full 12 months. What you give does not depend upon how much cash you have on hand at the time you are solicited. Remember, your one-time pledge covers all charitable contributions on the job this year.

The payroll payment plan is available to all civilian employees, except those with a temporary appointment of less than one year, and to members of the Armed Forces who are assigned in this area. Its use is optional and voluntary with the contributor, under the ground rules which the Government has set to keep down payroll withholding costs:

1. Minimum allotment per payday is 50¢ if you are paid every two weeks or twice a month, or \$1 if paid monthly. Above these minimums, allotment may be in any amount.
2. Withholding in the amount authorized will be for a full year beginning with the first pay period in January 1966. You may discontinue the allotment at an earlier date upon written request to the payroll office, but you cannot change the amount or begin payroll payment again in 1966.

HOW ARE PLEDGES DIVIDED AMONG THE CAMPAIGN ORGANIZATIONS? A proportionate amount for each of the campaign organizations has been worked out on the basis of their past receipts from Federal personnel in this area, as shown below. If you want to designate a special amount for any of the agencies participating in these organizations, write the name and amount in the space provided on the pledge form and your designation will be honored.

	Percent
(Name of local united fund)	—
National health agencies	—
International service agencies	—
(Red Cross, if separate)	—
Total	100

SUGGESTED SCALE OF GIVING. Everyone wants to help his fellowman, but the question is frequently asked "What's my share?" Of course, there's no single answer. The Guide below suggests what a fair share of the campaign goal would be for those at various income levels. It is not to be regarded as a quota or an assessment on any individual. The decision to give and the amount is up to you.

Be as generous as you can.

Fair share giving guide

Annual income	Suggested annual contribution	Suggested biweekly ¹ allotment
Up to		
\$4,000		
5,000		
6,000		
7,000		
8,000		
9,000		
10,000		
11,000		
12,000		
13,000		
14,000		
15,000		
16,000		
17,000		
18,000 and over	(2)	(2)

¹ Twice this if payday is monthly.
² Proportionately higher.

Make checks payable to "Combined Federal Campaign."

Contributions are tax deductible.

Contributors who use direct payment have the option of making a confidential gift through the use of a sealed envelope which will be delivered without opening to Combined Federal Campaign Headquarters.



0001153292

PAYROLL WITHHOLDING AUTHORIZATION FOR VOLUNTARY CHARITABLE CONTRIBUTIONS

**19— NATIONAL CAPITAL AREA
COMBINED FEDERAL CAMPAIGN**

P.O. Box 1526
Washington, D.C. 20013

NAME (First Name)	(Initial)	(Last Name)	IDENTIFICATION NO.
AGENCY		BUREAU OR OFFICE	LOCATION

FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR ALLOTMENT

★ The amount indicated by military personnel will be the monthly amount to be deducted as an allotment from pay. ★

Minimum amount for use of payroll withholding is 50¢ each pay day if paid every two weeks or twice monthly; \$1.00 if paid monthly

\$	\$5.00	\$4.00	\$3.00	\$2.00	\$1.00	\$0.75	\$0.50
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I hereby authorize the above-named agency or any other agency of the U.S. Government by which I may be employed during 19__ to deduct the amount shown above from my pay each pay period during calendar year 19__, starting with the first period beginning in January 19__ and ending with the last pay period which begins in December, provided that the amounts so deducted shall be remitted to the Combined Federal Campaign shown above. I understand that this authorization may be revoked by me in writing at any time before it expires.

TO FEDERAL PAYROLL OFFICES—If the contributor moves to the jurisdiction of another payroll office before 19__, this authorization should be forwarded.

Contributor's Signature.....

Date.....

CSC Form 804 June 1966

IDENTIFICATION NO.	NAME
1	2
3	
INSTALLATION OR AGENCY	

**19— SAN ANTONIO AREA
COMBINED FEDERAL CAMPAIGN
(Address)**

PAYROLL WITHHOLDING AUTHORIZATION FOR VOLUNTARY CHARITABLE CONTRIBUTIONS

★ The amount indicated by military personnel will be the monthly amount to be deducted as an allotment from pay. ★

FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR ALLOTMENT

MINIMUM AMOUNT FOR USE OF PAYROLL WITHHOLDING IS 50¢ EACH PAY DAY IF PAID EVERY TWO WEEKS OR TWICE MONTHLY, \$1.00 IF PAID MONTHLY

\$	\$5.00	\$4.00	\$3.00	\$2.00	\$1.00	\$0.75	\$0.50
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I hereby authorize the above-named agency or any other agency of the U.S. Government by which I may be employed during 19__ to deduct the amount shown above from my pay each pay period during calendar year 19__, starting with the first period beginning in January 19__ and ending with the last pay period which begins in December, provided that the amounts so deducted shall be remitted to the combined Federal campaign shown above. I understand that this authorization may be revoked by me in writing at any time before it expires.

TO FEDERAL PAYROLL OFFICES—If the contributor moves to the jurisdiction of another payroll office before 19__, this authorization should be forwarded.

DATE

CONTRIBUTOR'S SIGNATURE

CSC Form 804—A June 1966

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